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State & Private Forestry

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Morgantown, WV

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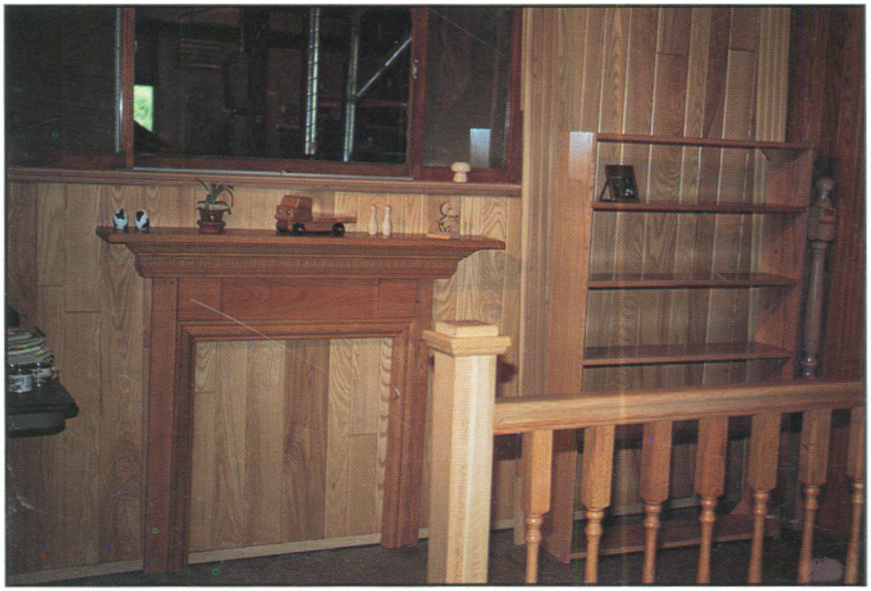
A Marketing Guide for Manufacturers & Entrepreneurs of Secondary-Processed Wood Products in the Northeastern United States

Ed Cesa



COVER PICTURE: Retail showroom of Fabery & Sons Wood Products, Uniontown, PA. The showroom allows customers to see finished products as well as the manufacturing process through the window.

A MARKETING GUIDE FOR MANUFACTURERS & ENTREPRENEURS OF SECONDARY-PROCESSED WOOD PRODUCTS IN THE NORTHEASTERN UNITED STATES

by

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RURAL DEVELOPMENT
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NORTHEASTERN AREA
State and Private Forestry

Preface

This guide is designed to serve as a source of marketing methods and strategies which manufacturers and entrepreneurs can refer to when the need arises. Because the array of secondary-processed wood products and markets is so broad, some methods and strategies will apply to your firm directly, others will not. Keep in mind that this guide was developed to provide guidance for both manufacturers of consumer products and industrial products.

The guide is divided into two main parts. The first nine chapters pertain to marketing concepts, quick marketing research methods, ways to locate customers, exporting, and financing. The second part, the appendixes, provides valuable sources of additional information. The appendixes are comprised of lists of various forest products directories, state agencies that provide assistance to manufacturers, forest products organizations and trade shows on a state-by-state basis for the 20 northeastern states. A wealth of marketing information is contained within this guide; it is up to you to use it to your advantage.

Acknowledgments

Much effort has gone into the development of this guide. As with most documents of this nature, many individuals and organizations contributed information and advice. In particular, I would like to thank the Forest Products Utilization & Marketing Supervisors in the 20 northeastern states for their help and assistance in developing this guide, especially the appendixes. Additionally, I would like to thank the reviewers. Their suggestions and comments greatly improved the quality of this document. Lastly, I want to express my sincere appreciation to the Forest Resources Management staff in Morgantown, WV, for their assistance and support.

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I. INTRODUCTION

Marketing is the backbone of most profitable wood products companies. But marketing, itself, is a concept which many manufacturers and entrepreneurs struggle with daily. Consequently, this guide is designed to assist wood products manufacturers and entrepreneurs with their marketing needs. The guide can be used for exploring, analyzing, and tackling a variety of markets, or it can be used as insight and food-for-thought about the marketing of wood products.

Many of the concepts contained in this publication are used successfully by wood products manufacturers and entrepreneurs. They are offered to serve as a guide, not as the gospel. What may work for one manufacturer, may not work for another. The key to successful marketing is identifying the particular strategies that will make your company more competitive and profitable.

This guide focuses on the marketing of secondary-processed/value-added products, which, in the context of this guide, are products derived from kiln-dried lumber. These products range from a simple surfacing of rough-sawn, dried lumber, to the manufacture of high-quality furniture. Even though there are many steps separating these two examples, the simple surfacing of rough lumber is a value-added process. Because hardwoods predominate the northeastern United States, most examples in this guide pertain to hardwood products.

Wood products are divided into two major end-use market classifications: consumer and industrial. Examples of products manufactured for the consumer market are furniture, flooring, paneling, architectural millwork, doors, and kitchen cabinets. Such products are generally found in homes, businesses, and institutions. Examples of products manufactured for the industrial market are dimension, furniture parts, railroad ties, pallets, and containers. Normally, these products are not used directly by the general public or the average consumer. Marketing examples for both the consumer and industrial market are included in the guide.

II. MARKETING

An executive vice president of a major forest products company once defined marketing as: "The process of moving goods from the producer to the consumer. It starts with finding out what the consumers want or need, and then assessing whether the product can be made and sold at a profit."

This approach to marketing proved to be extremely effective for the company involved. Identifying customer needs is a key factor for a successful business. In today's society, the most successful companies are the ones with the closest ties to their customers. They listen to what their customers say, and react accordingly.

In general, the final consumers of many secondary-processed wood products are homeowners. They give an accurate indication of consumer needs and preferences. There are ample ways for a firm to gain insight into products sought by these household consumers.

Photo by Ed Cesa

Homeowners' tastes and preferences affect the demand for secondary-processed wood products.

For example, visiting recently-completed residential homes or subscribing to home-type magazines that cover current trends or consumer preferences are two methods. Magazines such as Fine *Home Building*, *Home*, *Country Decorating Ideas*, *Country Living*, *Remodeling Ideas*, and *Victorian Homes* are widely distributed. Most bookstores carry a variety of these types of magazines. For manufacturers of dimension and component parts, trade journals such as *Wood & Wood Products*, *Furniture Design & Manufacturing*, and *Cabinet Manufacturing & Fabricating* provide insight about demand and markets.

Consumer tastes and preferences vary by locale or region. The more aware you are of these preferences, the easier it will be to fit or alter your product line to meet consumer demand. On a local basis, visiting real estate open houses, home shows, and professional contractors and remodelers provides insight into what products, styles, and colors are in demand.

Consumer tastes and preferences come and go. For example, in the 1950's, hardwood flooring was the prime flooring material used in residential homes. However, with the development of synthetic carpets and vinyl sheet flooring, hardwood flooring usage declined. Recently, trends have changed. Hardwood flooring is once again being used in new residential homes because it increases resale value and desirability. The industry is also successfully promoting a complementary wall and ceiling product.

Photo by Ed Cesa

Complementary hardwood flooring products like wall and ceiling paneling have helped boost sales of the hardwood flooring industry.

III. THE 4 P'S OF MARKETING

Successful marketing incorporates four key factors: product, promotion, price, and place (distribution). These factors are referred to as the 4 P's of marketing. Using the 4 P's in the right combination allows a manufacturer to satisfy his customers' needs and wants while maintaining a profitable business.

1. Product(s)

Products are physical objects or services that satisfy consumer needs and wants. Anything derived from wood can be considered a product. Two important wood product classifications are: commodity and specialty. Wood commodities are products such as 2 x 4's, 2 x 6's, hardwood lumber, softwood lumber, structural plywood, and oriented strand board. In other words, wood commodities are indistinguishable products that are manufactured by many companies. The purchase of these products is usually dictated by price. For example, consider that a customer is given the choice of buying a construction grade 2 x 4 manufactured from pine harvested in State A versus a construction grade 2 x 4 manufactured from pine harvested in State B. If the 2 x 4's look similar, but the price for the State A 2 x 4 is less than the price for the State B 2 x 4, the customer will purchase the State A 2 x 4. Why? Because 2 x 4's of the same structural grade have basically the same mechanical and structural properties. Consequently, there is no reason to buy the more expensive 2 x 4.

Specialty products are products that are unique in one way or another and have few substitutes. Consequently, they are not as price-sensitive as commodity products. For example, consumers are able to purchase 2 x 4's from a variety of building supply outlets and home center stores, but they cannot easily obtain clear-four-sides, surfaced-four-sides walnut boards from these sources. Consequently, consumers needing surfaced walnut boards for a weekend woodworking project are usually willing to pay a high price for these "specialty items" if they are able to find them at all. This is because there are few, if any, desirable alternatives, unlike the situation described for 2 x 4's. Typically, sales of specialty products are less affected by cyclical changes in the economy, than are commodity products. Examples of specialty hardwood products include custom mantels, millwork, cabinets, and solid raised-panel doors.

Courtesy of Woodworks, Inc., Morgantown, WV

Specialty products like the oak mantel above often bring premium prices.

2. Promotion

Promotion is communication used by companies to inform customers about who they are and what they are selling. Successful promotion can stimulate product demand. Types of promotions include advertising, selling, packaging, and, to a lesser extent, public relations. Basically, promotion lets potential customers know about your products or services.

There are ample sources of promotional media from which to choose. All media types should be thoroughly investigated to see which types best reach the desired customers. For additional information on this subject, see Chapter VI, Locating Customers.

Examples of promotions include:

- Store flyers
- Direct mail
- Word-of-mouth
- Videos
- Displays in retail stores
- Displays at trade shows
- Displays in your own showroom
- Photo catalog of products
- Point-of-purchase literature
- Advertisements in newspapers, magazines, and trade journals

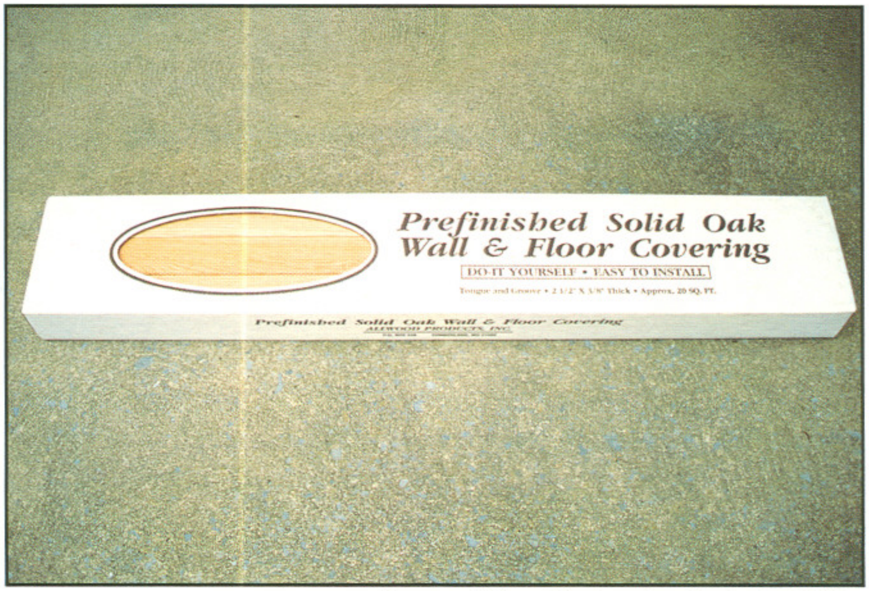
The packaging of a product should be used to promote as well as to protect. Because the package is highly visible, it plays an important marketing function.

In addition to protecting your product, the package serves as a medium to:

1.) promote your product
2.) promote your company
3.) educate customers about your product

For the consumer market, many examples of product packaging are found in building material outlets, department stores, and home centers. Before deciding how best to package your product, determine how similar products are packaged, merchandised, and promoted. This can be accomplished through industry contacts (ie., trade shows, journals/magazines, and packaging firms which service the industry) and by browsing through stores.

For the industrial market, an example of packaging promotion is dimension neatly stacked and shrink-wrapped on a pallet with your company logo displayed in a highly visible place. Appearance is an important factor when a buyer initially receives your products. For example, if your shipment of 5,000 oak door stiles and rails is received by a customer in a form that does not indicate care or quality, but your competitor's product does, your customer may give the competitor preferential treatment.


Prefinished Solid Oak
Wall & Floor Covering
DO-IT YOURSELF • EASY TO INSTALL
Tongue and Groove • 2 1/2" X 3/8" Thick • Approx. 20 SQ. FT.
Prefinished Solid Oak Wall & Floor Covering
ALLWOOD PRODUCTS, INC.

Courtesy of Allwood Products, Inc., Cumberland, MD

This package not only protects the product, but visually gives the customer product information which is used when making a purchasing decision.

Product literature also plays an important marketing function. It answers questions such as: What is the product? How is it used? How do you care for it? How do you install and finish it? How do you repair it? Product literature can range from directions printed on the package, to a brochure, to a piece of plain white paper with typewritten instructions. Product literature is designed to educate customers. The more they know, the more likely they will be satisfied.

3. Price

Assessing whether a product can be made and sold at a profit is another important factor to consider when planning your company's marketing strategy. Determining price can be a difficult process and, too often, is learned through trial and error. Many factors are incorporated in developing a price. The major ones are:

Tangible factors:

- Fixed costs
- Variable costs
- Profit

Intangible factors:

- Quality
- Service
  - timely delivery
- Supply/demand factors
  - mftr's production capabilities
  - buyer's demand/need/desire
- Availability of substitutes
- Past relationships with customer
  - regular, infrequent, first time
- Credit worthiness of customer
  - customer payment habits
- Competition

Fixed costs, such as building and equipment expenses, are costs which require payment whether a product is produced or not. Variable costs, such as raw material, labor, and electrical costs, are expenses incurred in manufacturing a product and vary based on production levels. Raw material (lumber) costs are of particular importance to wood products manufacturers. For example, according to the National Dimension Manufacturers Association, raw material (lumber) can be 40 to 60 percent of the production cost to manufacturers of dimension and component parts. Profit is the amount of monetary return desired as the reward for producing and marketing a product.

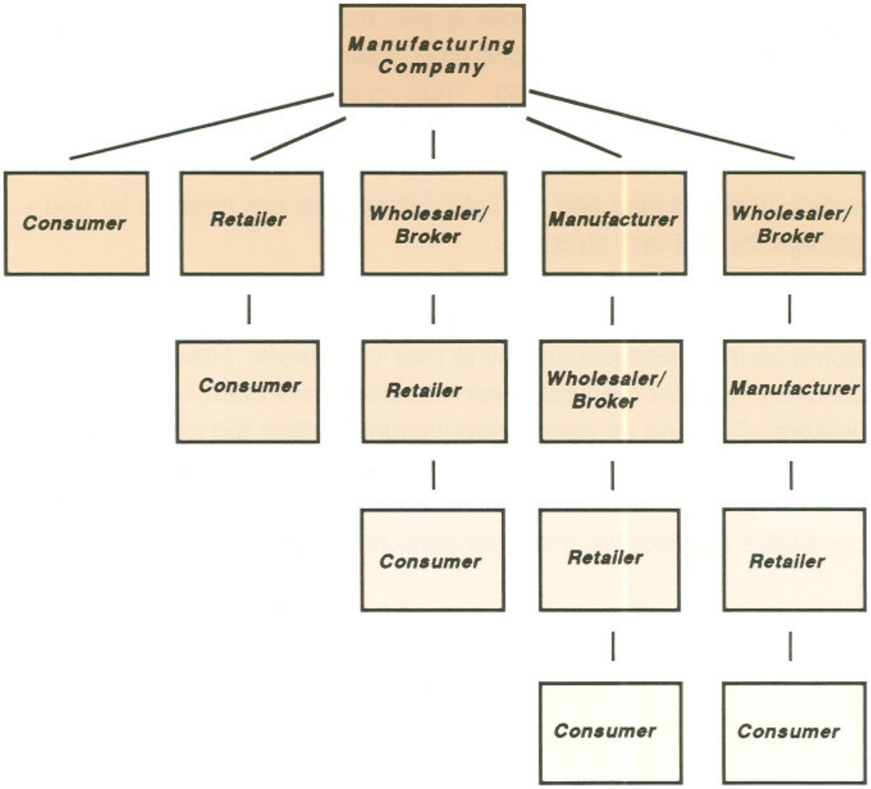
Intangible factors vary in importance depending on: company size, product line, product life cycles, and time. All of these factors are interrelated.

There are a variety of pricing strategies; however, two of the more common methods for determining selling price are competitive pricing and profit-oriented pricing. Competitive pricing is based not only on cost, but also on the selling price of similar products. Profit-oriented pricing is based on your variable and fixed costs, plus a set percentage or dollar amount (profit). For example, if the cost of producing and marketing a birdhouse is $5, and you decide that you want to earn a $2 profit per birdhouse, your selling price is $7 (profit-oriented pricing). However, if your competitor is also manufacturing birdhouses and selling them for $6.00, you may want to readjust your selling price (competitive pricing). Many companies use both methods from time to time.

An alternative to reducing your price would be to emphasize the intangible price factors. Factors such as quality and reliable service may enable you to charge a premium and simultaneously increase your market share. Often times, entering into a new market via the low-cost manufacturer is not wise because of unacceptable profit margins. Ultimately, you must decide what is an acceptable profit margin or return on investment.

4. Place(Distribution)

“Place” refers to the distribution channels used to move or transport products from your facility to your customers. The most appropriate distribution method for your company will depend on who your final customer is and which method is most efficient and cost effective in moving your product to your customers. Examples of distribution methods are retailing products directly, distributing to wholesalers or brokers, and distributing to other manufacturers.


Manufacturing Company
Consumer
Retailer
Wholesaler/ Broker
Manufacturer
Wholesaler/ Broker
Consumer
Retailer
Wholesaler/ Broker
Manufacturer
Consumer
Retailer
Retailer
Consumer
Consumer

A variety of distribution channels are available to manufacturers. Each has its advantages and disadvantages depending on your product line, size of company, and other business factors.

Usually, the closer the sales of your products are to the final consumer, the higher the price received. For example, 3/4" x 1-5/16" x 7' clear, surfaced-four-sides, oak dimension is sold to a large door manufacturer for stiles at approximately $1.95 per piece. If that same piece of dimension is merchandised to a home center, it brings a price of approximately $2.45 — a 26 percent increase. Why? The dimension sold to the door manufacturer has several production steps and channels of distribution to go through before it reaches the final consumer. When sold to a home center, that piece of dimension is bought by the final consumer and has no more channels of distribution to go through. The key point to remember is that even though that same piece of dimension brings a higher price sold to a home center, there are more marketing costs and effort required in this particular market. For example, a door manufacturer may purchase a truckload of dimension at one time, whereas a home center may purchase 1/20th of a truckload. Thus, to sell a truckload to home centers, it would have to be merchandised to 20 of them (i.e., more cost, more labor, more time and probably, more headaches). Ultimately, these issues and marketing strategies are decided by you - perhaps by trial and error.

Normally, manufacturers of dimension and furniture components distribute their products directly to their customers. However, when breaking into new markets, these manufacturers often use agents or brokers. By using an agent, manufacturers utilize the agent's expertise and knowledge about the particular market, thus, minimizing the break-in period. Also, the closer the manufacturers are to their customers (physically), the more frequently they ship direct.

IV. QUALITY AND SERVICE

A company needs two additional items for success in today's business environment: quality and service. A company's knowledge and ability to produce "quality" products in conjunction with reliable service are critical for success in today's competitive marketplace.

1. Quality

Today's consumers are quality conscious. Drying defects such as splits, cracks, and checks and machining defects such as snipes and uneven milling marks are unacceptable to consumers. Many of these defects are preventable by utilizing properly dried lumber and by alleviating processing problems; which may be easier said than done. Even grain pattern and color variation affect perceptions of quality.

Courtesy of Appalachian Hardwood Center, Morgantown, WV

Drying defects are unacceptable to most customers. Utilizing lumber that is dried properly will eliminate many quality problems.

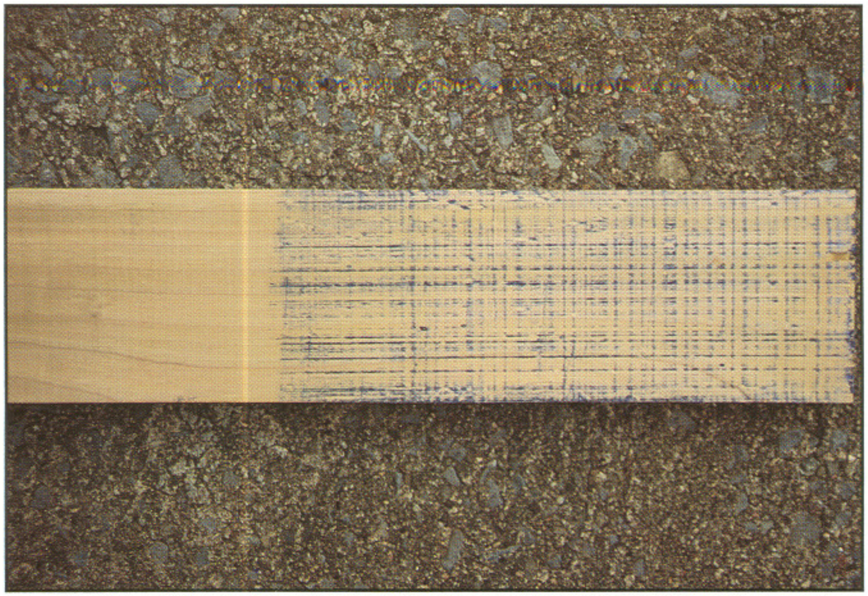


Photo by Ed Cesa

Depending on the quality-consciousness of your customers, excessive milling marks could create customer purchasing problems.

2. Service

Providing prompt service is vital to achieve and maintain customer satisfaction. Customers are frustrated when orders are not delivered on time. Manufacturers who provide fast turnaround times and prompt deliveries while maintaining quality are more likely to be profitable than firms who do not. Other important service factors are: 1) return/refund policies, 2) knowledge and competence of your salesforce, 3) knowledge and competence of your buyer's salesforce who may be reselling your products, and 4) education customers receive on your products and their uses. The importance of each factor will vary depending on the product type and your company's business philosophy.

sale items
extra value
wood moulding
wipers
1 89
Re

Courtesy of Mon Do-It Center, Morgantown, WV

Educating persons who will ultimately be selling your products to final consumers is an important aspect of servicing capability. This example shows the importance of having a knowledgeable salesperson (in relation to your products) in a home center store.

V. SIMPLE MARKET RESEARCH METHODS

The next two chapters are oriented toward locating customers and/or ways to identify markets for products. Chapter VI, Locating Customers, specifically outlines methods for identifying customers. This chapter highlights simple ways to learn more about wood products markets and marketing.

Listed below are ways in which you can research and analyze potential markets for your products and/or identify potential new products for your company to manufacture. These suggestions are oriented toward awareness of consumer needs and wants.

1.) Visit local home centers, department stores, lumberyards and other retailers. Notice the types of wood products being merchandised and how they are being promoted. For example, how is hardwood paneling packaged? In what quantities is it offered? How is it promoted within the store? What customer types are targeted? Then ask yourself, "Can my products be merchandised similarly?" Also, which products are sold out? Which products does the retailer have trouble keeping in stock? Face-to-face discussions with store managers can be informative.

2.) Attend and consider exhibiting at trade shows, such as home shows. Beyond developing new sales leads, much knowledge and advice pertaining to all aspects of business operations can be obtained at these shows. The personal contacts made can be particularly rewarding, and often one will learn what similar manufacturers are actually doing. For additional information on trade shows, see Chapter VI, Section 6, Trade Shows.

3.) As mentioned in Chapter II, Marketing, one method of identifying trends and staying current and familiar with your industry is to subscribe to trade journals and magazines. To learn about the various journals and magazines which are published, check with your local bookstore or library, as well as the organizations listed in the Appendixes.

4.) Discuss ideas with individuals who are knowledgeable about markets and consumer preferences. Carpenters, remodelers, and lumberyard and home center retailers are good sources of information for your local area.

Photo by Ed Cesa

Knowledge about markets for your area is readily available, if you seek it. Professional remodelers and contractors can provide insight on local markets.

5.) Attend real estate open houses to determine current trends for wood products and whether or not these markets can be tapped by your company.

6.) Visit your local home builder association, chamber of commerce, and small business association. Individuals in these organizations may provide information about overall business operations and consumer needs and wants for wood products.

7.) Communicate with manufacturers of finished wood products, particularly if you are considering supplying them with dimension or component parts. These manufacturers can be located by searching through industrial and commercial directories (see pages 30-31, 33) and sometimes through state forest products directory(s) that are listed in Appendix A.

8.) Most state forestry agencies employ staff personnel who have expertise in forest products utilization and marketing. Often, they have knowledge about current marketing activity. Appendix B lists the state forestry offices located in the 20 northeastern states. When contacting these offices, ask to speak to a forest products utilization and marketing specialist.

9.) The USDA Forest Service, State & Private Forestry, Northeastern Area, employs a forest products specialist in each of its three field offices. These individuals can supply you with general marketing guidance and direct you to other knowledgeable professionals. Addresses of field offices are:

USDA Forest Service, S&PF
Concord & Mast Roads
P.O. Box 640
Durham, NH 03824-9799
Phone: 603-868-5936
FAX: 603-868-1538

USDA Forest Service, S&PF
1992 Folwell Avenue
St. Paul, MN 55108
Phone: 612-649-5244
FAX: 612-649-5285

USDA Forest Service, S&PF
180 Canfield Street
Morgantown, WV 26505
Phone: 304-285-1536
FAX: 304-285-1505

10.) Many land grant universities employ wood products extension specialists as part of their forestry/wood technology programs. These professionals can provide information pertaining to forest products. Specific expertise depends on the university's research and technology transfer emphasis. If the specialists cannot answer your questions, they usually can direct you to someone within the university system who can. Appendix C lists the land grant universities in the 20 northeastern states that employ wood products extension specialists.

11.) Forest products and marketing consulting firms are available for hire. Services they provide include market analyses, identification of marketing strategies, development of marketing plans, development of promotional strategies, etc. Generally, these firms can be identified by contacting the organizations listed in items 8, 9, and 10.

VI. LOCATING CUSTOMERS

One of the most common problems for wood products manufacturers and entrepreneurs is locating customers. A great frustration for many companies is manufacturing a quality product and then having difficulty finding customers to purchase it. Below are some suggestions for identifying potential customers.

1. Word-of-mouth

Perhaps the best way to acquire new customers is through satisfied customers. Once you have established a clientele of satisfied customers and developed a positive reputation, these people usually come back to purchase additional products as the need arises. These established clients also communicate their satisfaction to friends and neighbors. It is critical to provide first-time customers with quality products and reliable service and to continue this strategy with existing customers. Often, loyal customers buy your product, even if it is more expensive than that of your competitors, because they know they can depend on you.

2. References

As stated above, satisfied customers will come back when the need arises. Often, friendships develop with your most loyal customers, and periodically, these customers are willing to talk to prospective customers about your product line. Keeping a record (reference list) of satisfied customers and referring your potential customers to them can be an effective marketing technique.

3. Yellow Pages

One of the most useful publications available for locating customers, and for having them locate you, is the yellow pages. For example, if you are trying to contact all lumberyards or home centers in your county, consulting the yellow pages in telephone directories can be an effective method to help find them. Normally, you can request directories from your local telephone company for the areas you want to cover. It is also possible to obtain directories for your entire state.

On the other side of the coin, a well-developed advertisement placed in the yellow pages may reward you many times over. Most people routinely use the yellow pages, especially when trying to locate products or unusual items. A well-written advertisement that briefly conveys pertinent information about your company's products, service policy, and business hours can bring you a surprising number of new customers.

Space Ads

DAISY'S FLOWERS & GIFTS

A Full Service Florist

Credit Cards Accepted

Flowers For All Occasions

1242 Flower St------------------------------------555-0513

2HS – 1 inch

DAISY'S FLOWERS & GIFTS

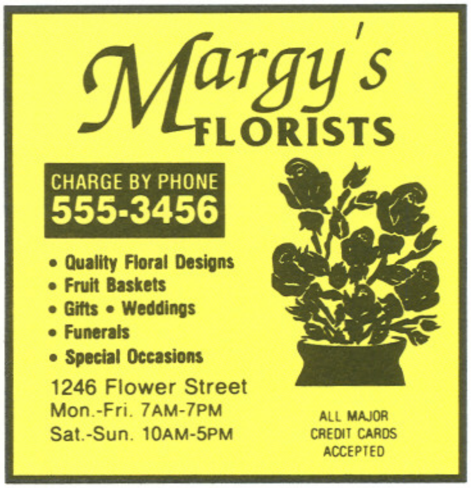
Flowers For All Occasions

Flowers By Wire

Free Delivery

1242 Flower St------------------------------------555-0513

Display Ads



Margy's FLORISTS

CHARGE BY PHONE

555-3456

- **Quality Floral Designs**
- **Fruit Baskets**
- **Gifts • Weddings**
- **Funerals**
- **Special Occasions**

1246 Flower Street
Mon.-Fri. 7AM-7PM
Sat.-Sun. 10AM-5PM

ALL MAJOR
CREDIT CARDS
ACCEPTED

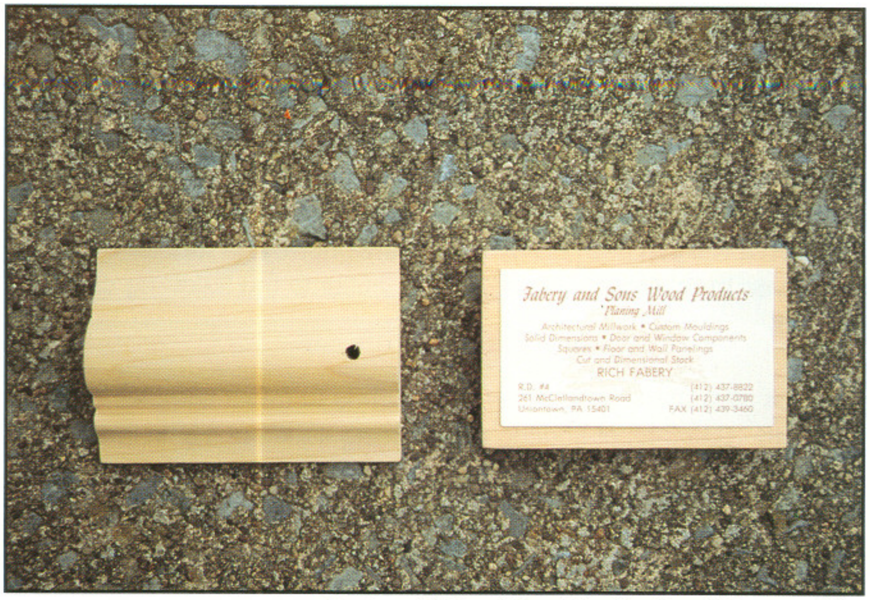
Courtesy of C&P Telephone, Greenbelt, MD

Yellow page ads come in a variety of sizes and shapes. The wording of the ad is critical for it to be effective. Contact the advertising department of your local telephone directory for additional information.

4. Direct Sales

Approaching customers directly with your products is an effective marketing strategy for many companies. For example, assume you are starting a small company that manufactures hardwood flooring, paneling and molding. Your product is high-quality, but sales are low. What will you do? Will you sit by the phone and wait for it to ring, or will you try a direct sales approach similar to the following example?

The first step for a direct sales approach is to make samples of your products. Samples of flooring and molding 4", 6", or 12" in length are adequate. For the second step, tape a business card or stamp your name, address and telephone number on the back of each sample. Next, with your samples in hand, drive to new residential construction sites and visit with contractors and builders. Give them samples and try to obtain a feel for their needs. Do the same for existing buildings, homes, and offices that are being remodeled or renovated. You probably are not going to make an immediate sale with your first contact, but at least these potential customers will know about your company for future building needs.


Fabery and Sons Wood Products
'Planing Mill
Architectural Millwork • Custom Mouldings
Solid Dimensions • Door and Window Components
Squares • Floor and Wall Panelings
Cut and Dimensional Stock
RICH FABERY
R.D. #4
261 McClellandtown Road
Uniontown, PA 15401
(412) 437-8822
(412) 437-0780
FAX (412) 439-3460

Courtesy of Fabery & Sons Wood Products, Uniontown, PA

Product samples with appropriate company information on them can be an effective method for leaving a long-term impression on potential customers. Samples are normally not discarded as often as brochures or other paper literature.

5. Picture catalog

Another method would be for a manufacturer to develop a picture catalog. For example, if your firm manufactures and installs kitchen cabinets, take pictures of your finished cabinets and organize them into a descriptive catalog. The catalog can be used as an effective, low-cost sales tool to attract customers.

If your firm produces products for the industrial market, a catalog of your products and facility could be useful. Pictures of your products, machinery, production line, packaging area, and office are useful when communicating with customers, especially if you are on a business trip. Often, buyers appreciate having additional knowledge about your company, especially when your facility is a thousand miles away.

6. Trade Shows

One of the most popular means of introducing products to potential customers is trade shows. Obtaining booth space at a trade show, such as a home show, enables you to promote your products to a select audience that, by its very nature, is interested in the type of products you are manufacturing. Trade shows vary depending on the type of products and markets they are oriented toward. For example, some trade shows cater to the general public (ie. home shows, mall displays); others cater to trade/industrial business professionals (ie. International Woodworking Machinery & Furniture Supply Fair, Atlanta, GA).

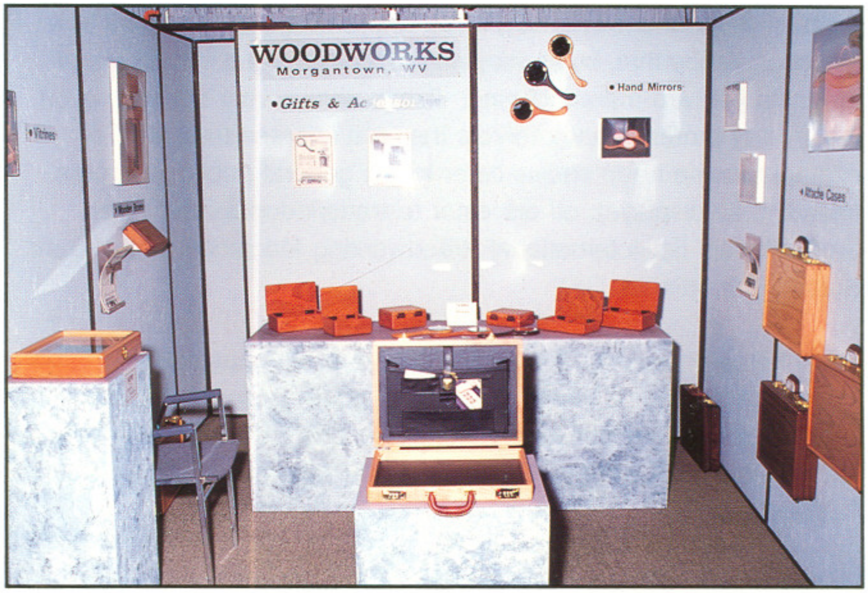
Local home shows are a potential option for companies manufacturing products such as flooring, paneling, molding, doors, furniture, cabinets, and other household items. To find locations and dates of home shows, contact your state home builders association (see Appendix D).

Various forest products organizations, located in the 20 northeastern states, sponsor trade shows. For a list of these shows, see Appendix E. Also, severalf national and regional trade shows are listed in the Appendix.

Once a decision is made to exhibit at a show, a design for an attractive booth display is needed. The design of a booth is important, because it is the first impression potential customers (attendees) have of your company and products. An example of a design is depicted on page 24.

In order to maximize show success, it is important to follow-up on show leads. This can be the difference between a potential customer and a new customer. Additionally, a follow-up letter to individuals on the attendee registration list may be productive.

For a small manufacturer, the cost of booth space, travel, and lodging may be prohibitive. By sharing booth space with another manufacturer, costs are reduced. Even if you do not exhibit, trade shows still provide many benefits. Interacting with other businesses at trade shows generates useful contacts regarding potential customers, supplies, manufacturing technology, promotional techniques and product lines similar to your own.



Courtesy of Woodworks, Inc., Morgantown, WV

A well-designed display will attract potential customers to your booth and assist with opening lines of communication.

7. Print Advertisements

Print advertisements are an effective method for locating customers if you understand the advertising medium, its intended audience, and its advertisement costs. Advertisements may be placed in many types of printed material such as newspapers, flyers, magazines, and trade journals. An advertisement such as a classified ad placed in the daily newspaper or weekly paper, can be financially rewarding.

8. Trade Journals & Magazines

Trade journals and magazines provide some of the best marketing opportunities via print advertisements. Journals and magazines are valuable because they reach a select audience. By selecting appropriate journals and magazines for advertising your products or services, you can get your message to those most interested.

There are journals and magazines that focus on nearly every market that exists in the United States. Once you identify several potential journals and magazines, call the advertising departments and request a media kit. The address and telephone number are normally listed on the first or second page of the magazine. The media kit contains specific information about the publication's circulation, subscribers, advertisement requirements, advertisement rates, and other marketing services. Normally, there is a three-month period between the date the journal or magazine receives an advertisement and the date it is published.

Other marketing opportunities offered by some journals and magazines include:

1.) Subscriber mailing lists. These lists are normally sold on a per 1000 basis. Lists can be purchased for a particular segment of subscribers (ie. by industry segment, by state, by region, etc).

2.) Telemarketing programs. For example, if you were planning a business trip to the west coast, certain publishers will contact specified companies you would like to visit and set up appointments for you.

3.) Reader services. For example, publishers will include a postcard in their journal that lists numbers which coincide with advertisements. The reader, if interested in a particular product, circles the reference number on the postcard and mails it to the publisher. The publisher in return prints mailing labels of interested readers and sends them to the manufacturer.

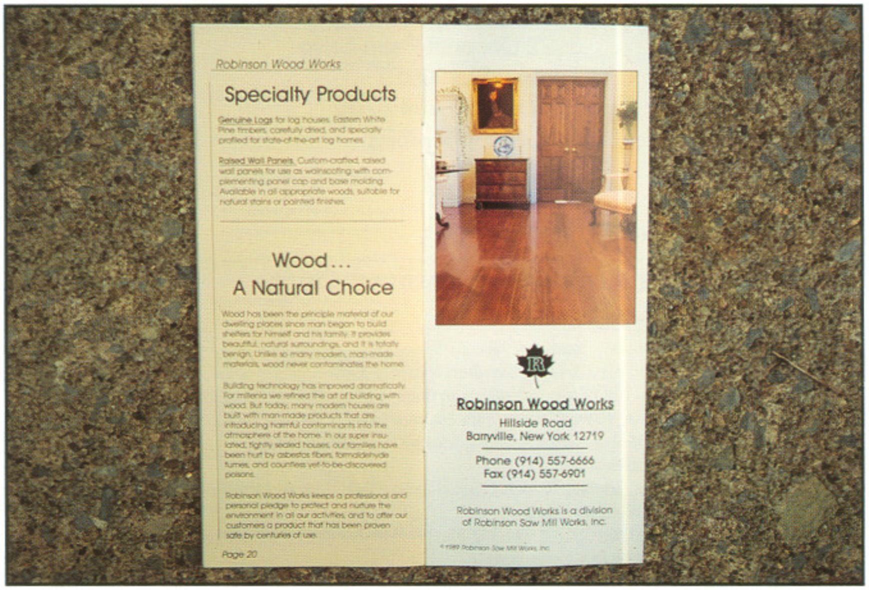
4.) Postcard packs. Some publishers periodically send their subscribers a deck of postcards. Each postcard is an advertisement for a product or service. One side carries the advertiser's message. The other side serves as a reply card with the manufacturer's name, address, and phone number.

5.) Special sections, press releases, and editorial opportunities. Certain issues of journals and magazines focus on a particular topic, market, or industry segment. Opportunities may exist to promote your product line through an article, press release, or letter to the editor in these issues. Contact the publisher for additional information.

9. Mail order

For manufacturers located in areas away from their customers, a mail order business is an option, provided your product line can be shipped relatively easily and inexpensively. Many crafts are marketed this way. The success of a mail order company often depends on determining the best means of advertising your product line. Examples of mail order business advertisements are found in many trade journals and magazines. When exploring this option, you first need to identify appropriate trade journals and magazines. Next, contact their advertising offices and request a media kit. Then follow the recommendations for advertising in journals and magazines listed previously.

Many mail order businesses develop product catalogs as part of their marketing programs. Once a company is established, a catalog of its products can be developed and distributed to potential customers upon request or through direct mailings. Mailing lists of potential customers can be generated from trade show attendee lists, telephone directories, prior inquiries, marketing companies, journals, magazines, etc.



Robinson Wood Works

Specialty Products

Genuine Logs for log houses. Eastern White Pine timbers, carefully dried, and specially profiled for state-of-the-art log homes.

Raised Wall Panels. Custom-crafted, raised wall panels for use as wainscoting with complementing panel cap and base molding. Available in all appropriate woods, suitable for natural stains or painted finishes.

Wood…
A Natural Choice

Wood has been the principle material of our dwelling places since man began to build shelters for himself and his family. It provides beautiful, natural surroundings, and it is totally benign. Unlike so many modern, man-made materials, wood never contaminates the home.

Building technology has improved dramatically. For millenia we refined the art of building with wood. But today, many modern houses are built with man-made products that are introducing harmful contaminants into the atmosphere of the home. In our super insulated, tightly sealed houses, our families have been hurt by asbestos fibers, formaldehyde fumes, and countless yet-to-be-discovered poisons.

Robinson Wood Works keeps a professional and personal pledge to protect and nurture the environment in all our activities, and to offer our customers a product that has been proven safe by centuries of use.

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Robinson Wood Works
Hillside Road
Barryville, New York 12719

Phone (914) 557-6666
Fax (914) 557-6901

Robinson Wood Works is a division
of Robinson Saw Mill Works, Inc.

© 1989 Robinson Saw Mill Works, Inc.

Courtesy of Robinson Woodworks, Barryville, NY

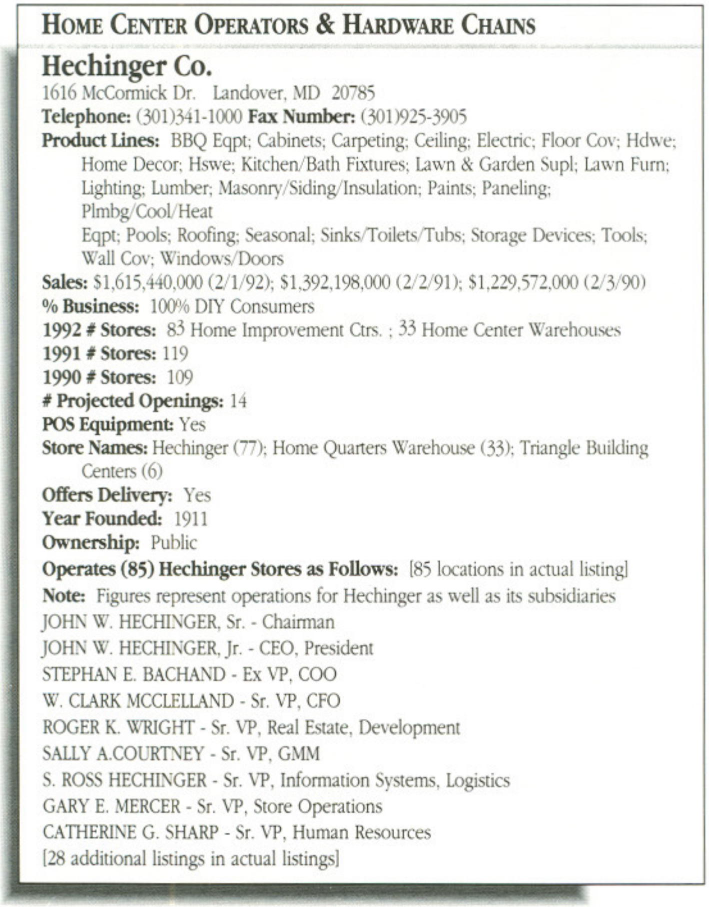
A catalog is an effective means for mail order firms to reach customers across the country and world.

10. Customer Contact Lists

An up-to-date customer contact list can be extremely valuable, but developing and securing such a list can be frustrating. However, with ingenuity and creativity it can be developed. For many markets, specific directories of potential customers exist. For example, suppose your company wants to target do-it-yourself customers who patronize the home center market located in the New England states. Where do you find a listing of New England home centers, the types of products they merchandise, and the customer types they cater to? CHAIN STORE GUIDE Information Services, a professional marketing firm, publishes a directory called Home Center Operators and Hardware Chains which lists home centers with annual sales of one million dollars or more within all 50 states. For a wood products company targeting the home center market, this directory is invaluable. For more information, contact the company at the address listed on the following page.

CHAIN STORE GUIDE Information Services
3922 Coconut Palm Drive
Tampa, FL 33619
Phone: 813-664-6700
Fax: 813-664-6882

ACTUAL DIRECTORY LISTING



HOME CENTER OPERATORS & HARDWARE CHAINS

Hechinger Co.
1616 McCormick Dr. Landover, MD 20785
Telephone: (301)341-1000 **Fax Number:** (301)925-3905
Product Lines: BBQ Eqpt; Cabinets; Carpeting; Ceiling; Electric; Floor Cov; Hdwe; Home Decor; Hswe; Kitchen/Bath Fixtures; Lawn & Garden Supl; Lawn Furn; Lighting; Lumber; Masonry/Siding/Insulation; Paints; Paneling; Plmbg/Cool/Heat
Eqpt; Pools; Roofing; Seasonal; Sinks/Toilets/Tubs; Storage Devices; Tools; Wall Cov; Windows/Doors
Sales: $1,615,440,000 (2/1/92); $1,392,198,000 (2/2/91); $1,229,572,000 (2/3/90)
% Business: 100% DIY Consumers
1992 # Stores: 83 Home Improvement Ctrs. ; 33 Home Center Warehouses
1991 # Stores: 119
1990 # Stores: 109
# Projected Openings: 14
POS Equipment: Yes
Store Names: Hechinger (77); Home Quarters Warehouse (33); Triangle Building Centers (6)
Offers Delivery: Yes
Year Founded: 1911
Ownership: Public
Operates (85) Hechinger Stores as Follows: [85 locations in actual listing]
Note: Figures represent operations for Hechinger as well as its subsidiaries
JOHN W. HECHINGER, Sr. - Chairman
JOHN W. HECHINGER, Jr. - CEO, President
STEPHAN E. BACHAND - Ex VP, COO
W. CLARK MCCLELLAND - Sr. VP, CFO
ROGER K. WRIGHT - Sr. VP, Real Estate, Development
SALLY A.COURTNEY - Sr. VP, GMM
S. ROSS HECHINGER - Sr. VP, Information Systems, Logistics
GARY E. MERCER - Sr. VP, Store Operations
CATHERINE G. SHARP - Sr. VP, Human Resources
[28 additional listings in actual listings]

Courtesy of CSG Information Services, Tampa, FL

For manufacturers who are targeting the home center market, a directory such as The Directory of Home Centers and Hardware Chains is a valuable marketing tool. Often, these types of directories exist, but the problem is knowing where to find them.

11. Print Advertisements on Pens, Pencils, Letterheads, Notepads, etc.

Small token items such as pens, pencils, calendars, and notepads have valuable marketing implications for many manufacturers. The range of items that you can place your name, address, telephone number and other pertinent information on is overwhelming. Various mail order companies and local office supply houses offer such products. These items can be effective marketing tools and can be distributed to potential customers during initial and subsequent meetings.

12. Industrial Directories

Industrial directories are a useful source of information when identifying potential customers because these directories list companies that manufacture all types of products. Most are divided by major industry groups, which are classified by Standard Industrial Classification (SIC) codes. SIC codes were developed for use in the classification of businesses by type of activity in which they are engaged. It is a method which the United States government uses to document statistical data on businesses. Fortunately for us, many publishers of industrial directories use SIC codes as industry classifications.

SIC 24, Lumber and Wood Products Except Furniture, and SIC 25, Furniture and Fixtures, are probably the SIC codes that will interest you most. A description of wood products SIC codes is found in Appendix F. Normally, larger wood products manufacturers, who produce products such as furniture and chairs, are included in these directories. Many of these manufacturers purchase dimension and component parts from smaller manufacturers. Conversely, you may want to consider listing your company in an industrial directory because of its potential for developing new customers.

Following is an example of how you can use industrial directories. The example centers on a company that is interested in manufacturing dimension parts, such as squares. The squares will eventually be turned into chair legs, and the target market will be furniture and chair manufacturers. A quick and simple marketing research method to analyze the potential of this market would be to develop a list of chair and furniture manufacturers from selected industrial directories, such as the ones listed below. Send the companies a letter or contact them by telephone and briefly describe your company and the products you manufacture or are willing to manufacture. Assess the likelihood of those companies purchasing your products. While conducting the survey, be sure to obtain specifications from each furniture and chair manufacturer regarding required size, type, and quality of the product needed.

Industrial directories may consist of several volumes. Many college, university, and public libraries and economic development organizations have copies. Following is a list of selected industrial directories.

Directory(s) of Manufacturers (by state)
Commerce Register, Inc.
190 Godwin Avenue
Midland Park, NJ 07432
Phone: 201-445-3000
FAX: 201-670-7066

MacRAE's Industrial Directory(s) (by state)
MacRAE'S Blue Book (national)
817 Broadway
New York, NY 10003
Phone: 212-673-4700

Thomas Register of American Manufacturers
American Export Register
Thomas Publishing Company
One Penn Plaza
New York, NY 10119
Phone: 212-695-0500
FAX: 212-290-7965

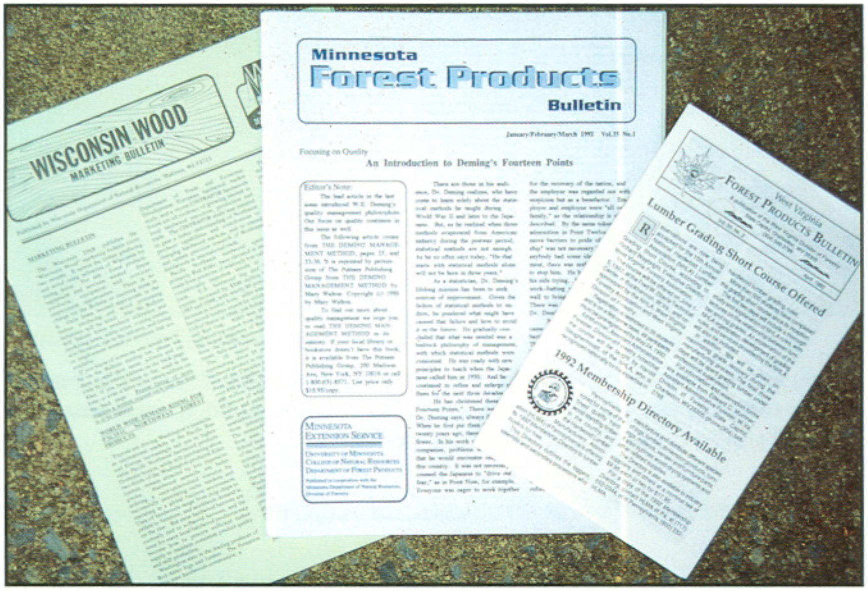
Industrial Directory(s) (by state)
Harris Industrial Directory (national)
Harris Publishing Company
2057 Aurora Road
Twinsburg, OH 44087
Phone: 216-425-9000
FAX: 216-425-7150

Regional Business Directory(s)
Industry Specific Directory(s)

Dun & Bradstreet Corp. Information Services
Three Sylvan Way
Parsippany, NJ 07054-3896
Phone: 201-605-6700
FAX: 201-605-6911

13. State Marketing Bulletins

An advertisement placed in a state marketing bulletin is another option. Many companies find this to be a successful marketing technique. State marketing bulletins are published by state forestry offices and are traditionally oriented toward primary-processed products; however, advertisements for secondary-processed products are becoming more common. To obtain further information concerning ad placement, or to be placed on the mailing list of a particular bulletin, see Appendix G.

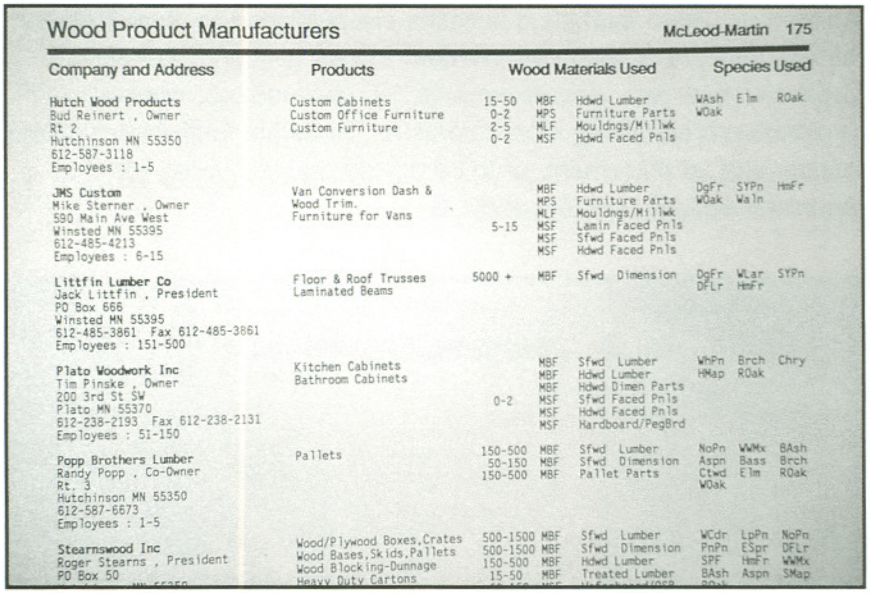

WISCONSIN WOOD
MARKETING BULLETIN
Minnesota
Forest Products
Bulletin
An Introduction to Deming's Fourteen Points
Minnesota Extension Service
West Virginia
Forest Products Bulletin
Lumber Grading Short Course Offered
1992 Membership Directory Available

Courtesy of the state forestry agencies of WI, MN, & WV

Depending on the type of product and type of markets, advertisements in state marketing bulletins can be an effective low-cost marketing technique.

14. State Forest Products Directories

Most state forestry offices maintain forest products directories that list manufacturers of various wood products. These directories are frequently distributed to potential customers. For example, state agencies, representing their forest products industries at trade shows, distribute these directories to show attendees. Consequently, it is wise to list your company in your state directory. Appendix A lists forest products directories published by state, as well as the addresses and phone numbers of the publishing agency.



Wood Product Manufacturers

McLeod-Martin 175

Company and Address	Products	Wood Materials Used	Species Used
Hutch Wood Products Bud Reinert , Owner Rt 2 Hutchinson MN 55350 612-587-3118 Employees : 1-5	Custom Cabinets Custom Office Furniture Custom Furniture	15-50 MBF Hdwd Lumber 0-2 MPS Furniture Parts 2-5 MLF Mouldngs/Millwk 0-2 MSF Hdwd Faced Pnls	WAsh Elm ROak WOak
JMS Custom Mike Sterner , Owner 590 Main Ave West Winsted MN 55395 612-485-4213 Employees : 6-15	Van Conversion Dash & Wood Trim. Furniture for Vans	MBF Hdwd Lumber MPS Furniture Parts MLF Mouldngs/Millwk 5-15 MSF Lamin Faced Pnls MSF Sfwd Faced Pnls MSF Hdwd Faced Pnls	DgFr SYPn HmFr WOak Waln
Littfin Lumber Co Jack Littfin , President PO Box 666 Winsted MN 55395 612-485-3861 Fax 612-485-3861 Employees : 151-500	Floor & Roof Trusses Laminated Beams	5000 + MBF Sfwd Dimension	DgFr WLar SYPn DFLr HmFr
Plato Woodwork Inc Tim Pinske , Owner 200 3rd St SW Plato MN 55370 612-238-2193 Fax 612-238-2131 Employees : 51-150	Kitchen Cabinets Bathroom Cabinets	MBF Sfwd Lumber MBF Hdwd Lumber MBF Hdwd Dimen Parts 0-2 MSF Sfwd Faced Pnls MSF Hdwd Faced Pnls MSF Hardboard/PegBrd	WhPn Brch Chry HMap ROak
Popp Brothers Lumber Randy Popp , Co-Owner Rt. 3 Hutchinson MN 55350 612-587-6673 Employees : 1-5	Pallets	150-500 MBF Sfwd Lumber 50-150 MBF Sfwd Dimension 150-500 MBF Pallet Parts	NoPn WWMx BAsh Aspn Bass Brch Ctwd Elm ROak WOak
Stearnswood Inc Roger Stearns , President PO Box 50	Wood/Plywood Boxes,Crates Wood Bases,Skids,Pallets Wood Blocking-Dunnage Heavy Duty Cartons	500-1500 MBF Sfwd Lumber 500-1500 MBF Sfwd Dimension 150-500 MBF Hdwd Lumber 15-50 MBF Treated Lumber	WCdr LpPn NoPn PnPn ESpr DFLr SPF HmFr WWMx BAsh Aspn SMap

Courtesy of Minnesota Department of Natural Resources

Having your company listed in your state's forest products directory is another way to increase your exposure to potential customers. Also, the directory may provide you with a list of potential customers.

15. Commercial Forest Products Directories

A variety of commercial forest products directories exists, with each varying in style, content, and organization. All have valuable information about the forest products industry. They can be used as a source for identifying customers.

Following is a list of selected commercial directories.

Directory of the Forest Products Industry
Miller Freeman Publications
500 Howard Street
San Francisco, CA 94105
Phone: 415-905-2200
FAX: 415-905-2239

Green Book-Hardwood Lumber Marketing Directory
Miller Publishing
1235 Sycamore View
Memphis, TN 38134
Phone: 901-372-8280
Fax: 901-373-6180

Wood & Wood Products Red Book
Vance Publishing Corp.
400 Knightsbridge Parkway
Lincolnshire, IL 60069
Phone: 708-634-4347
FAX: 708-634-4379

Furniture Design & Manufacturing Woodworking Industry Directory
Delta Communications, Inc.
400 N. Michigan Avenue
Chicago, IL 60611
Phone: 312-222-2000
FAX: 312-222-2026

16. State Forest Products Associations & Related Groups

Most states have at least one association or wood-interest group that represents or provides assistance to the forest products industry. Contact these groups to understand how they operate, their potential benefit to you, and your potential benefit to them. Appendix H lists forest products associations and related groups that may assist you with your company's marketing program and/or general operation.

17. Trade Associations

Trade associations are generally comprised of a group of manufacturers specializing in a particular segment of the industry. For example, the National Oak Flooring Manufacturers Association is comprised of members who primarily produce oak flooring. Trade associations generally market their members' products and services through various promotional and educational programs including trade shows, newsletters, workshops, advertisements, etc. They represent their members on legal matters and environmental concerns, establish and maintain product standards and specifications, and collect and distribute economic trend and market information to their members. Your company may wish to consider joining a trade association. Appendix I lists associations which represents manufacturer of secondary-processed wood products.

18. Seminars & Workshops

Forest products associations, industry groups, government agencies, and universities periodically conduct seminars and workshops on various segments of the forest products industry. Many of the seminars and workshops are marketing oriented and often provide information on potential customers and effective ways of reaching these customers. These workshops are advertised in state marketing bulletins (see Appendix G), by direct mail, and by word-of-mouth. Often, manufacturers miss many opportunities by not attending these workshops. People are busy and money is usually tight, but the time and money spent at a quality workshop is time and money well spent. Not only do you gain from the knowledge acquired, but also from the contacts. Workshops in the 20 northeastern states range from log and lumber grading, to kiln drying, to processing and manufacturing, to marketing and exporting, with everything in between. Usually your state's forest products utilization and marketing staffs (see Appendix B) and wood products extension specialists (see Appendix C) are familiar with upcoming workshops in your area.

VII. CASE STUDY: Sunset Hardwood Company

The following case study is an example of how one might use the information and ideas in this guide in the development of a marketing plan.

Sunset Hardwood Flooring Company manufactured strip and plank flooring for over 40 years. Back in the 1950's, markets were exceptional, and buyers practically knocked the company's doors down to buy their strip flooring. As wall-to-wall carpeting began to compete strongly against hardwood flooring, sales started to shrink.

Today, the company produces only a tenth of the volume it did during the heydays of the 50's. Only a few employees are needed to maintain the operation. For the last 20 years, the company's marketing strategy was to sit by the telephone and wait for orders.

When the owner of the company decided to retire, he sold the struggling company to a young businessman who was familiar with marketing and homeowners' tastes and preferences for interior wood products. Although the new owner knew very little about manufacturing flooring, the employees knew quite well how to manufacture top-quality flooring. By combining the strength of the existing workforce and the new owner's marketing knowledge, the company made some major changes. What do you think they were? Think what you would have done if you were the new owner.

The first step was to add a new product line. It was basically V-grooved plank flooring, but instead of marketing it as a floor covering, it was marketed as a wall paneling. In particular, the new owner realized that the housing boom in the adjacent metropolitan area had new homeowners who wanted a distinct character or flavor for their homes. He identified this need by visiting with new residential contractors and carpenters and homeowners, discussing their needs and wants as well as any possible opportunities for his company to meet their needs.

From his market assessment, he developed a wainscoting product from the existing flooring product line in lengths of 32 and 36 inches. The company also developed a panel cap molding that sat nicely on top of the wainscoting. The panel cap served as both a chair rail and a decorative covering for the top end of the wainscoting.

The new owner realized that most of these homeowners were unaware of his company's new product line; consequently, he developed a marketing program geared at increasing consumer awareness. The marketing program is outlined below:

1.) The Product

a. Two species: red and white oak (species currently being manufactured into strip and plank flooring)
b. Two grades: clear and character marked
c. Lengths: 32" and 36"
d. Widths: random (a combination of the following widths; 2", 3", 4", 5"); same width (all 2" or 3", etc.)
e. Other characteristics: wainscot was sanded, edges were beveled
f. Developed a panel cap to fit on top of the wainscot (red and white oak)

2.) Pricing Scheme

Because the wainscot product was a specialty item, not a commodity item, the pricing strategy followed accordingly.

a. For the clear grade, the price was:
    Random width: 30% higher than the standard flooring price
    Specific width: 40% higher than the standard flooring price
b. For the character-marked grade, the price was:
    Random width: 20% higher than standard flooring
    Specific width: 30% higher than standard flooring
c. For the panel cap, the price was:
    The same as baseboard molding sold as a complementary product with the flooring.

3.) Promotional Strategy

a. Samples: The company produced 24" x 32" wainscot samples (with the panel cap attached) in red and white oak, clear and character-marked grades, stained and finished. A variety of stains was used to demonstrate the color effect. The backs of the samples were stamped with the company logo, address, phone and FAX numbers, as well as the grade, type of stain, and finish. The displays were used to educate and entice new residential contractors, remodelers, and homeowners to purchase wainscot.

b. Informational brochure: The company developed a brochure on the characteristics and quality appeal of their wainscoting that included: suggestions for what types of rooms to install it in, installation instructions, finishing instructions, and instructions for care after installation. The informational brochure served to educate homeowners on the quality of the wainscoting and how to install it. It also served as a handout for professional contractors to distribute to potential customers.

c. Office display: Wainscoting in both red and white oak, clear and character-marked grades, was installed in the company's offices providing customers a firsthand look at the company's wainscot product line.

d. Photo display: The company organized a series of photos of residential homes with the company's wainscot product installed.

e. Personnel: The company allocated 20 percent of the existing salesperson's time to promoting and marketing the new product line.

4.) Distribution

The company had no trucks. They shipped their products via commercial trucking and continued that method for wainscot shipments. Shipping charges were paid by the company for orders of $1000 or more.

The marketing program was two-tiered. It was directed to both professional contractors, as well as do-it-yourself homeowners. An advantage was that once contractors started using the company's wainscot and their customers were satisfied, these contractors recommended it to other homeowners. A second advantage was the company also reached the final customers, who may want to install it themselves later in other areas of their house.

Armed with a well-thought-out product line, pricing scheme, promotional strategy, and a planned distribution system, the company salesforce hit the road. Samples were given to professional contractors operating in the metropolitan area and advertisements were run in the local newspapers and yellow pages. The new product line was also promoted to the company's existing flooring customers. Because the new product line required little additional investment in the manufacturing operation, risk was minimized.

The company's first year sales goal was $75,000 while the sales goals for the second and third years were $140,000 and $270,000, respectively. How do you think they did? Would you have done anything differently?

VIII. EXPORTING

The export market for secondary-processed wood products is growing and varies depending upon the product, country, trade policies, and various other factors. Export marketing initially sounds frightening and unappealing to many manufacturers and entrepreneurs; however, there are many manufacturers who successfully export their products. As with any new potential market, it needs to be studied, researched, analyzed, and approached with caution. The purpose of this chapter is to direct you to sources of exporting knowledge and assistance.

To test this market initially, consider working with an *export agent* or an *export broker.* These people are familiar with export documentation, payment methods, and specific country markets. Normally, *export agents* charge a commission or fee for their services and will generally handle the marketing, distribution and documentation of your products. For a manufacturer venturing into the export market, working with an export agent is a logical choice. However, the agent controls much of your marketing.

Export brokers purchase products directly from you and resell them to foreign customers. They minimize your risk, but your total return is reduced because the broker charges a commission to do the work required to get your product overseas.

Both of these strategies -- working with an agent or a broker -- are options for entering into the export arena. Either way, you can learn what foreign customers want or require, and they get to know your products and company. However, utilizing these export marketing strategies indefinitely may cost you additional exporting opportunities.

In addition to using export agents and export brokers, other ways to enter into the export market exist. For example, the U.S. Department of Commerce, International Trade Administration (ITA) offers numerous export-oriented programs. These include:

Export Counseling
Export Video Tapes
Trade Opportunities Program
Commercial News USA
Agent/Distributor Service
World Traders Data Reports
Matchmaker Events
Overseas Trade Missions
Overseas Catalog and Video/Catalog Shows
Foreign Buyer Program
Overseas Trade Fairs
Custom Statistical Service

For detailed information about specific programs, contact the ITA office nearest you by consulting your telephone directory under U.S. Government or contact the Washington, D.C. office:

U.S. Department of Commerce
International Trade Administration
14th Street & Constitution Avenue, NW
Washington, D.C. 20230
1-800-USA-TRADE or 202-377-0375
(872-8723)
FAX: 202-377-4473

The 1-800-USA-TRADE number can be used as a "one-stop" information source on export programs offered by most federal agencies.

The Small Business Administration (SBA) also offers exporting programs for small businesses. Some of their programs are:

Export Counseling
Export Training
Export Information System
Matchmaker Events
Service Corps of Retired Executives (SCORE)
Small Business Development Centers

Many of these programs are administered through the Office of International Trade. Information concerning these programs can be obtained by contacting the SBA office nearest you. Consult your telephone directory under U.S. Government or contact the Washington D.C. office:

Small Business Administration
Office of International Trade
6th Floor
409 Third Street, SW
Washington, D.C. 20416
Phone: 202-205-6720
FAX: 202-205-7272

The U.S. Department of Agriculture, Foreign Agricultural Service (FAS) provides export services such as:

Export Counseling
Foreign Buyer Lists
Trade Leads
Foreign Market Information
Technical Assistance
Wood Products: International Trade in Foreign Markets (quarterly)

FAS has Agricultural Trade Offices (ATOs) located in U.S. Embassies. The ATOs conduct activities such as working to develop and expand markets for U.S. agricultural products. The ATO's addresses are listed in the FAS Overseas Directory.

FAS also developed, "A Guide to Exporting Solid Wood Products," (USDA, FAS, FPD, AH No. 662, July 1990). This guide is designed to assist U.S. wood products manufacturers with developing successful export marketing strategies. It includes methods to obtain accurate and up-to-date export marketing information so that the production, scheduling, and shipping of U.S. wood products can be done profitably. To obtain a copy of the handbook or to obtain additional information about FAS programs, contact:

USDA Foreign Agricultural Service
Forest Products Division,
Room 4647-S
14th Street & Independence Avenue, SW
Washington, DC 20250
Phone: 202-720-0638
FAX: 202-720-8461

The USDA Forest Service's Forestry Sciences Laboratory located in Princeton, WV, has an extensive data base of statistical trade information and analyses targeted toward most major domestic and international hardwood product markets. Laboratory staff can be contacted at:

Northeastern Forest Experiment Station
Forestry Sciences Laboratory
Route 2, Box 562-B, Gardner Area
Princeton, WV 24740
Phone: 304-425-8108
FAX: 304-425-1476

Most states provide exporting assistance in one form or another. Normally, manufacturers can obtain assistance through their **state commerce/international trade department** (Appendix J) and/or their **state forestry office** (Appendix B). Many states have regional or local export assistance programs, too. The location and contact persons for these programs can be obtained by contacting the state export assistance agencies listed in Appendix J.

The Appalachian Export Center for Hardwoods (APEX) has programs designed to increase the quality and value of hardwood exports from the Appalachian region.

The two programs most pertinent to manufacturers are:

1. Outreach: trade assistance, workshops, technical publications
2. Research: international market analyses, requirements and opportunities

Additionally, APEX publishes a newsletter which includes current export information, an international report, listings of trade leads and trade shows. APEX also publishes "Statistical Quarterly," which lists quarterly export figures of hardwood products in terms of value, quantity, species, and country. Other APEX publications include country profiles and research briefs on exporting and export markets. For information on these programs, contact:

Appalachian Export Center for Hardwoods
West Virginia University
P.O. Box 6061
Morgantown, WV 26506-6061
Phone: 304-293-7577
FAX: 304-293-7579

The American Hardwood Export Council (AHEC) is the leading international trade association for the U.S. hardwood industry, representing the committed exporters among U.S. hardwood companies and all the major U.S. hardwood product trade associations. Programs and services which AHEC provides to its members include:

Market Development Programs & Market Intelligence
Trade Missions, Fairs, and Exhibitions
AHEC Membership Directory
Technical Information and Seminars
Promotional Assistance

For additional information, contact:

American Hardwood Export Council
1250 Connecticut Avenue N.W., Suite 200
Washington, D.C. 20036
Phone: 202-463-2720
FAX: 202-463-2785

IX. FINANCING

Cash flow problems periodically plague wood products manufacturers and entrepreneurs because a significant portion of a company's cash is often tied-up in inventory or accounts receivable. It is wise to plan ahead for expected and unexpected cash needs and cash flow concerns. Several sources of capital exist from both public and private concerns.

Federal and state governments have programs which provide financial assistance to businesses. Normally, a tremendous amount of lead time is needed for processing these types of loans, and they may require you to release company information that you may not want to release. However, these sources have proved to be useful to some companies seeking funding for certain types of ventures.

Normally, obtaining a government loan will require the same amount of effort and paperwork that is required for a private loan. Consequently, it is wise to plan ahead and have a business plan developed which includes cash flows, market analyses and sales projections for at least three years. Letters of commitment from customers to purchase your products are valuable, also.

The U.S. Small Business Administration (SBA) has programs which provide businesses with loan assistance. By law, a business must first seek financing from a bank or other lending institution before it is eligible for SBA loan assistance. SBA offers two basic types of loans: guaranteed loans and direct loans. A guaranteed loan is usually made by a private lender such as a bank and is guaranteed up to 90% by SBA. Direct loans are available only to businesses unable to secure an SBA guaranteed loan. Direct loans are extremely hard to secure.

To obtain further information on SBA loans, contact the SBA office nearest you or the Washington, D.C., office at:

Small Business Administration
Office of Financial Assistance
409 Third Street, SW
Washington, D.C. 20416
Phone: 202-205-6490
FAX: 202-205-7064

Most state commerce/development departments offer some form of potential financial assistance for certain business ventures. To learn more about the programs offered within your state, contact the appropriate agency list in Appendix K. These contacts may be able to direct you to private lending sources also.

X. APPENDIXES

Additional sources of information for secondary wood products manufacturers and entrepreneurs located in the 20 northeastern states are listed in the following appendixes. Every feasible effort was taken to ensure the correctness of the listed sources. If an agency/organization was omitted, it was unintentional. The Utilization and Marketing Supervisors from the State Forestry Offices in the 20 northeastern states provided the majority of the information listed in this section.

Appendix A: State Forest Products Directories

Most state forestry agencies publish some type of forest products directory(s). Traditionally, these directories have been oriented toward primary processing. Listed below are directories which include manufacturers of secondary wood products and primary wood products. As mentioned in the text, these agencies promote their forest products industry by distributing directory(s) upon request. The information listed about manufacturers will vary from state to state. To obtain copies of the directories or to have your company listed in your state's directory(s), contact the appropriate agency.

Connecticut:

Secondary Wood Products Mftrs. Dir., Yankee Forest Cooperative
Primary Processing Directory
Division of Forestry
Dept. of Environmental Protection
State Office Building
Room 260
165 Capitol Avenue
Hartford, CT 06106
Phone: 203-566-5348
FAX: 203-566-7921

Illinois:

Sawmill Directory
Dept. of Conservation
Div. of Forest Resources
600 North Grand Ave.
Springfield, IL 62706
Phone: 217-782-2361
FAX: 217-785-8405

Delaware:

Secondary Processors
Primary Processors
Delaware Dept. of Agric.
Forestry Section
2320 South Dupont Hwy.
Dover, DE 19901
Phone: 302-739-4811
FAX: 302-697-6287

Indiana:

Secondary Forest Products Industries
Primary Forest Products Industries
Division of Forestry
Dept. of Nat. Resources
P.O. Box 283
Connersville, IN 47331
Phone: 317-825-6769
FAX: 317-825-6769

Iowa:

Secondary Wood Products Directory
State Forestry Nursery
2404 South Duff St.
Ames, IA 50010
Phone: 515-233-1161
FAX: 515-233-1131

Maine:

Primary Processor Mill List
Bureau of Forestry
Dept. of Conservation
State House Station # 22
Augusta, ME 04333
Phone: 207-289-4995
FAX: 207-289-2400

Directory of Forest Products Industries
College of Forest Resources
201A Nutting Hall
University of Maine
Orono, ME 04469
Phone: 207-581-2857
FAX: 207-581-2858

Massachusetts:

Secondary Wood Products Mftrs. Dir., Yankee Forest Cooperative
Dept. of Environ. Mgmt.
Div. of Forest & Parks
100 Cambridge St.
Suite 1900
Boston, MA 02202
Phone: 617-727-3180
FAX: 617-727-9402

Maryland:

Secondary Directory
Primary Directory
Forest, Park, & Wildlife Service
Tawes State Office Building
580 Taylor Avenue
Annapolis, MD 21401
Phone: 410-974-3776
FAX: 410-974-5550

Michigan:

Forest Products Producers, Truckers, Brokers, & Dealers
Wood Products in Michigan; A Directory of Mills & Mftrs.
Wood Products Export Directory
Forest Mgmt. Division
Dept. of Nat. Resources
Stevens T. Mason Bldg.
P.O. Box 30028
Lansing, MI 48909
Phone: 517-373-1275
FAX: 517-373-2443

Missouri:

Directory of Sec. Wood Processors
Directory of Primary Wood Processors
Directory of Wood Drying Facilities
Forestry Division
2901 West Truman Blvd.
P.O. Box 180
Jefferson City, MO 65102
Phone: 314-751-4115
FAX: 314-893-6079

Minnesota:

Forest Products Directory
Division of Forestry
Dept. of Nat. Resources
DNR Bldg., Box 44
500 Lafayette Road
St. Paul, MN 55155-4044
Phone: 612-296-6491
FAX: 612-296-5954

or

MN Extension Service
Distribution Center
Room 3, Coffey Hall
1420 Eckles Avenue
St. Paul, MN 55108-1030
Phone: 612-624-2790
FAX: 612-625-6286

New Hampshire:

Directory of Sawmills
UNH Cooperative Extension
Pettee Hall
Univ. of New Hampshire
Durham, NH 03824
Phone: 603-862-1096
FAX: 603-862-1585

Made in NH Directory of Mftrs.
Dept. of Resources & Econ. Dev.
Office of Business & Ind. Dev.
P.O.. Box 856
Concord, NH 03302-0856
Phone: 603-271-2591
FAX: 603-271-2629

New Jersey:

Secondary Processing Directory
Primary Processing Directory
Division of Parks & Forestry
Forestry Services
CN 404
501 East State St.
Trenton, NJ 08625
Phone: 609-292-2531
FAX: 609-984-0378

Ohio:

Secondary Wood Mftrs. Directory
Sawmill List
Division of Forestry
Dept. of Nat. Resources
Fountain Square
Columbus, OH 43224
Phone: 614-265-6703
FAX: 614-265-6709

Rhode Island:

Secondary Wood Products Mftrs. Dir. Yankee Forest Cooperative
Primary Producers Directory
Div. of Forest Environment
Arcadia Headquarters
260 Arcadia Road
Hope Valley, RI 02832
Phone: 401-539-2356

New York:

Directory of Secondary Wood-Using Industries
Directory of Primary Wood-Using Industries
Bureau of Land Resources
Environmental Cons. Dept.
50 Wolf Rd., Room 404
Albany, NY 12233-4252
Phone: 518-457-7431
FAX: 581-457-1088

Pennsylvania:

Woodworking Directory
Sawmill Directory
Kiln Dryers Directory
Dept. of Environ. Resources
Bureau of Forestry
P.O. Box 8552
2150 Herr Street
Harrisburg, PA 17105-8552
Phone: 717-787-2105
FAX: 717-783-5109

Vermont:

Directory of Mftrs. & Craftsmen
Directory of Sawmills & Veneer Mills
Dept. of Forest, Parks, & Recreation
Agency of Environ. Cons.
103 South Main St.
Waterbury, VT 05676
Phone: 802-244-8716
FAX: 802-244-1481

West Virginia:

The Forest Industry
Dept. of Commerce, Labor,
& Env. Resources
Division of Forestry
State Capitol
Charleston, WV 25305
Phone: 304-558-2788
FAX: 304-558-0143

Wisconsin:

Secondary Directory
Primary Directory
Export Catalog
Dept. of Nat. Resources
3911 Fish Hatchery Rd.
Route 4
Madison, WI 53711
Phone: 608-275-3276
FAX: 608-275-3338

Appendix B: State Forestry Offices

Most state forestry agencies have staff personnel with expertise in forest products utilization and marketing. These specialists may be able to assist you with your marketing and exporting needs. When contacting these offices, ask to speak with a person who specializes in forest products utilization and marketing.

Connecticut:

Dept. of Environmental Protection
Division of Foresty
State Office Building
Room 260
165 Capitol Avenue
Hartford, CT 06106
Phone: 203-566-5348
FAX: 203-566-7921

Delaware:

Delaware Dept. of Agric.
Forestry Section
2320 South Dupont Hwy.
Dover, DE 19901
Phone: 302-739-4811
FAX: 302-697-6287

Illinois:

Dept. of Conservation
Div. of Forest Resources
600 North Grand Ave.
Springfield, IL 62706
Phone: 217-782-2361
FAX: 217-785-8405

Indiana:

Dept. of Nat. Resources
Division of Foresty
P.O. Box 283
Connersville, IN 47331
Phone: 317-825-6769
FAX: 317-825-6769

Iowa:

State Forestry Nursery
2404 South Duff St.
Ames, IA 50010
Phone: 515-233-1161
FAX: 515-233-1131

Maine:

Dept. of Conservation
Bureau of Forestry
State House Station # 22
Augusta, ME 04333
Phone: 207-289-4995
FAX: 207-289-2400

Massachusetts:

Dept. of Environ. Mgmt.
Div. of Forest & Parks
100 Cambridge St.
Suite 1900
Boston, MA 02202
Phone: 617-727-3180
FAX: 617-727-9402

Maryland:

Forest, Park, & Wildlife
Service
Tawes State Office Building
580 Taylor Avenue
Annapolis, MD 21401
Phone: 410-974-3776
FAX: 410-974-5550

Michigan:

Dept. of Nat. Resources
Forest Mgmt. Division
Stevens T. Mason Bldg.
P.O. Box 30028
Lansing, MI 48909
Phone: 517-373-1275
FAX: 517-373-2443

Minnesota:

Dept. of Nat. Resources
Division of Foresty
DNR Bldg., Box 44
500 Lafayette Road
St. Paul, MN 55155-4044
Phone: 612-296-6491
FAX: 612-296-5954

Missouri:

Forestry Division
2901 West Truman Blvd.
P.O. Box 180
Jefferson City, MO 65102
Phone: 314-751-4115
FAX: 314-893-6079

New Hampshire:

UNH Cooperative Extension
Pettee Hall
Univ. of New Hampshire
Durham, NH 03824
Phone: 603-862-1096
FAX: 603-862-1585

New Jersey:

Division of Parks & Forestry
Forestry Services
CN 404
501 East State St.
Trenton, NJ 08625
Phone: 609-292-2531
FAX: 609-984-0378

New York:

Bureau of Land Resources
Environmental Cons. Dept.
50 Wolf Rd., Room 404
Albany, NY 12233-4252
Phone: 518-457-7431
FAX: 581-457-1088

Ohio

Dept. of Nat. Resources
Division of Foresty
Fountain Square
Columbus, OH 43224
Phone: 614-265-6703
FAX: 614-265-6709

Rhode Island:

Div. of Forest Environment
Arcadia Headquarters
260 Arcadia Road
Hope Valley, RI 02832
Phone: 401-539-2356

West Virginia:

Dept. of Commerce, Labor,
& Environ. Resources
Division of Forestry
State Capitol
Charleston, WV 25305
Phone: 304-558-2788
FAX: 304-558-0143

Pennsylvania:

Dept. of Environ. Resources
Bureau of Forestry
P.O. Box 8552
2150 Herr Street
Harrisburg, PA 17105-8552
Phone: 717-787-2105
FAX: 717-783-5109

Vermont:

Dept. of Forest, Parks, & Rec.
Agency of Environ. Cons.
103 South Main St.
Waterbury, VT 05676
Phone: 802-244-8716
FAX: 802-244-1481

Wisconsin:

Dept. of Nat. Resources
3911 Fish Hatchery Rd.
Route 4
Madison, WI 53711
Phone: 608-275-3276
FAX: 608-275-3338

Appendix C: Wood Products Extension Specialists

Below is a list of land grant universities in the 20 northeastern states which employ wood products extension specialists. These specialists may be able to assist you with your marketing and wood processing needs. When contacting the offices listed below, ask to speak with a wood products extension specialist.

Illinois:

Department of Forestry
University of Illinois
Turner Hall
1102 S. Goodwin Avenue
Urbana, IL 61801
Phone: 217-333-2770
FAX: 217-244-3219

Indiana:

Department of Forestry &
Natural Resources
Purdue University
West Lafayette, IN 47907
Phone: 317-494-3615
FAX: 317-496-1344

Iowa:

Department of Forestry
251 Bessey Hall
Iowa State University
Ames, IA 50011
Phone: 515-294-4465
FAX: 515-294-1337

Maine:

Nutting Hall
University of Maine
Orono, ME 04669
Phone: 207-581-2885
FAX: 207-581-2858

Massachusetts:

Dept. of Forestry & Wildlife
Holdsworth Natural Resource Center
University of Massachusetts
Amherst, MA 01003
Phone: 413-545-2665
FAX: 413-545-4358

Michigan:

Forestry Department
Michigan State University
East Lansing, MI 48824-1222
Phone: 517-355-0091
FAX: 517-336-1143

Minnesota:

Department of Forest Products
Kaufert Laboratory
University of Minnesota
2004 Folwell Avenue
St. Paul, MN 55108
Phone: 612-624-3619
FAX: 612-625-6286

New Hampshire:

Pettee Hall
University of New Hampshire
Durham, NH 03824
Phone: 603-862-1029
FAX: 603-862-1585

New York:

Department of Natural Resources
Fernow Hall
Cornell University
Ithaca, NY 14853
Phone: 607-255-2826
FAX: 607-255-0349

Wood Products Engineering
Coll. of Env. Science & Forestry
Baker Laboratory
State University of New York
1 Forestry Drive
Syracuse, NY 13210-2786
Phone: 315-470-6880
FAX: 315-470-6879

Missouri:

1-30 Agriculture Building
University of Missouri
Columbia, MO 65211
Phone: 314-882-4227
FAX: 314-882-1977

Ohio:

School of Natural Resources
210 Cottman Hall
Ohio State University
2021 Coffey Road
Columbus, OH 43210
Phone: 614-292-2265
FAX: 614-292-7432

Pennsylvania:

Forest Resources Laboratory
Pennsylvania State University
University Park, PA 16802
Phone: 814-863-2976
FAX: 814-863-7193

Vermont:

Aiken Center for Nat. Resources
University of Vermont
Burlington, VT 05405-0088
Phone: 802-656-3258
FAX: 802-656-8683

Wisconsin:

Department of Forestry
University of Wisconsin
1630 Linden Drive
Madison, WI 53706
Phone: 608-262-9975
FAX: 608-262-9922

West Virginia:

Appalachian Hardwood Center
West Virginia University
P.O. Box 6125
Morgantown, WV 26506
Phone: 304-293-7550
FAX: 304-293-2441

National:

Wood Products Extension
Program
Forest Products Laboratory
1 Gifford Pinchot Drive
Madison, WI 53705-2398
Phone: 608-231-9330
FAX: 608-231-9592

Appendix D: State Home Builders Associations (HBA)

Normally, several home builders associations exist within most states. For example, there are 24 in Illinois, 8 in Maryland, and 1 in Rhode Island. To learn about the home builders association nearest you and their activities, contact the state-wide association or the National Association of Home Builders from the list below.

Connecticut:

HBA of Connecticut
Suite101
609 Farmington Avenue
Hartford, CT 06105
Phone: 203-232-1905
FAX: 203-232-3102

Delaware:

HBA of Delaware
5151 W. Woodmill Dr. #19
Wilmington, DE 19808
Phone: 302-994-2597
FAX: 302-994-9071

Illinois:

HBA of Illinois
112 W. Edwards
Springfield, IL 62704
Phone: 217-753-3963
FAX: 217-753-3811

Indiana:

Indiana BA
Suite 100
1011 N. Martin Luther King, Jr. St.
Indianapolis, IN 46202
Phone: 317-236-6334
FAX: 317-236-6342

Iowa:

HBA of Iowa
9001 Hickman Rd., Suite 2C
Des Moines, IA 50322
Phone: 515-278-0255
FAX: 515-278-9626

Maine:

HBA of Maine
Rt. 32 South
P.O. Box 190
South China, ME 04358
Phone: 207-445-4590

Maryland:

Maryland BA
9 State Circle
Annapolis, MD 21401
Phone: 301-261-2997
FAX: 301-263-0078

Massachusetts:

Massachusetts HBA
6 Beacon St., Suite 205
Boston, MA 02108
Phone: 617-720-2340
FAX: 617-720-1879

Michigan:

Michigan Assoc. of HB
P.O. Box 16206
Lansing, MI 48901
Phone: 517-484-5933
FAX: 517-484-0306

Minnesota:

BA of Minnesota
2469 University Ave.
Saint Paul, MN 55114
Phone: 612-646-7959
FAX: 612-646-2860

Missouri:

HBA of Missouri
600 E. 103rd Street
Kansas City, MO 64131
Phone: 816-942-8800
FAX: 816-942-8367

New Hampshire:

HBA of New Hampshire
P.O. Box 2283
Concord, NH 03302-2283
Phone: 603-228-0351
FAX: 603-228-1877

New Jersey:

New Jersey BA
Building 200, Suite 2C
666 Plainsboro Road
Plainsboro, NJ 08536
Phone: 609-275-8888
FAX: 609-275-4411

New York:

New York State Builders Assoc.
112 State Street, Suite 1318
Albany, NY 12207
Phone: 518-465-2492
FAX: 518-465-0635

Ohio:

Ohio HBA
16 E. Broad St., 12th Floor
Columbus, OH 43215
Phone: 614-228-6647
FAX: 614-228-5149

Pennsylvania:

Pennsylvania BA
412 North Second Street
Harrisburg, PA 17101
Phone: 717-234-6209
FAX: 717-234-9553

Rhode Island:

Rhode Island Builders Association
The Omni Biltmore Hotel
11 Dorrance Street
Providence, RI 02903
Phone: 401-521-0347
FAX: 401-521-0394

Vermont:

HBA of Vermont
P.O. Box 934
Williston, VT 05495
Phone: 802-879-7766
FAX: 802-879-0553

West Virginia:

HBA of West Virginia
700 Virginia St., West
Charleston, WV 25302
Phone: 304-342-5176
FAX: 304-342-5177

National:

National Association of Home Builders
15th & M Streets, N.W.
Washington, D.C. 20005
Phone: 202-822-0200
FAX: 202-822-0559

Wisconsin:

Wisconsin BA
1438 N. Stoughton Rd.
Madison, WI 53714
Phone: 608-249-9912
FAX: 608-249-6473

Appendix E. Forest Products Trade Shows

Many organizations and groups promote the forest products industry within their state by sponsoring trade shows. To learn more about the shows in a particular state, see the list below. Also, selected regional, national, and international shows are listed.

Indiana:

The Indiana Wood Expo
Hardwood Lumbermen's Assoc., Inc.
200 Marott Center
342 Massachusetts Ave.
Indianapolis, IN 46204
Phone: 317-636-6059
FAX: 317-638-0539

-or-

Trade Shows, Inc.
P.O. Box 796
Conover, NC 28613
Phone: 704-459-9894
FAX: 704-459-1312

Iowa:

Holzfest
c/o Personalized Wood Products, Inc.
Amana Colony
P.O. Box 193
Amana, IA 52203
Phone: 319-622-3100

Wood Expo
High Noon Kiwanis Club
Parkview Plaza, Room 204
107 East 2nd Street
Ottumwa, IA 52501
Phone: 515-682-8549

Maine:

Fryeburg Fair
Fryeburg Fair Assoc.
P.O. Box 78
Fryeburg, ME 04037
Phone: 207-935-3268

Massachusetts:

Northeastern Wood Products Exposition (NEWPEX)
(Springfield Civic Center, Springfield, MA)
Drysdale Lee & Associates
6 Abbott Road
Wellesley Hills, MA 02181
Phone: 617-237-0587
FAX: 617-237-9039

Michigan:

Midwest-Grand Rapids Woodworking & Furniture Supply Fair
(Grand Rapids, MI)
Trade Shows, Inc.
P.O. Box 796
Conover, NC 28613
Phone: 704-459-9894
FAX: 704-459-1312

Minnesota:

Northwestern Building Products Expo
Northwest Lumber Assoc.
Suite 130
1405 Lilac Drive N.
Minneapolis, MN 55422
Phone: 612-544-6822
FAX: 612-544-0820

North Star Exposition
Timber Producers Association
1015 Torrey Building
Duluth, MN 55802
Phone: 218-722-5013
FAX: 218-722-2065

Missouri:

Midwest Forest Industry Show
Forest Products Assoc.
611 E. Capitol Street, Suite 1
Jefferson City, MO 65101
Phone: 314-634-3252
FAX: 314-634-2591

New Jersey:

Eastern Region Kitchen & Bath Show
(Garden State Exhibit Center,
Somerset, New Jersey)
Expositions East
19 Commodore Court
Barnegat, NJ 08050
Phone: 201-770-2769
FAX: 201-770-2837

Mid Atlantic Woodworking & Furniture Supply Show
(Atlantic City, NJ)
Trade Shows, Inc.
P.O. Box 796
Conover, NC 28613
Phone: 704-459-9894
FAX: 704-459-1312

Pennsylvania:

Timber Exposition
Hardwood Lumber Mftrs.
Assoc.
One Common Square
417 Walnut Street, Suite A
Harrisburg, PA 17109
Phone: 717-236-9207
FAX: 717-238-6341

West Virginia:

Appalachian Hardwood Expo
Mercer County Technical
Education Center
105 Old Bluefield Road
Princeton, WV 24740
Phone: 304-425-9551
FAX: 304-425-0833

Rhode Island:

Rhode Island Home Show
RI Builders Association
Omni Biltmore Hotel
11 Dorance Street
Providence, R.I. 02908
Phone: 401-521-0347
FAX: 401-521-0394

Regional Shows:

Carolinas Woodworking & Furniture Supply Show
(formerly High Point W&F show,
Greensboro, NC)
Trade Shows, Inc.
P.O. Box 796
Conover, NC 28613
Phone: 704-459-9894
FAX: 704-459-1312

Northeastern Wood Products Exposition (NEWPEX)
(Springfield CIVIC Center,
Springfield, MA)
Drysdale Lee & Associates
6 Abbott Road
Wellesley Hills, MA 02181
Phone: 617-237-0587
FAX: 617-237-9039

National Shows:

The National Home Center Show
(Chicago, IL)
Vance Publishing Corp.
400 Knightsbridge Parkway
Lincolnshire, IL 60069
Phone: 708-634-4347
FAX: 708-634-4379

The National Kitchen & Bath Show
National Kitchen & Bath Assoc.
687 Willow Grove Street
Hackettstown, NJ 07840
Phone: 908-852-0033
FAX: 908-852-1695

The Remodelers Show
National Assoc. of Home Builders
1201 15th Street, NW
Washington, DC 20005-2800
Phone: 202-822-0216
FAX: 202-822-8873

Woodworking, Machinery & Furniture Supply Fair
(Anaheim Convention Center, Anaheim, CA)
Marketing Assoc. Group
1516 S. Pontius Avenue
Los Angeles, CA 90025
Phone: 310-477-8521
FAX: 310-312-6684

International Shows:

International Woodworking Machinery & Furniture Supply Fair
(Georgia World Congress Center, Atlanta, GA)
Reed Exhibition Company
1350 E. Touhy Avenue
P.O. Box 5060
Des Plaines, IL 60017-5060
Phone: 708-390-2420
FAX: 708-635-1571

Interhome
(Kobe, Japan)
Overseas Management: World Import Market Co., Ltd.
3-1-3 Higashi-Ikebukuro
Toshima-ku
Tokyo 170, Japan
Phone: 03-3987-3161
FAX: 03-3981-8371

Interbuild
(Birmingham, England)
Information Services, Inc.
4733 Bethesda Avenue, Suite 700
Bethesda, MD 20814
Phone: 301-656-2942
FAX: 301-656-3179

Interzum
(Cologne, Germany)
Messe- und Ausstellungs-Ges.m.b.h.Koln
Messeplatz 1, D-5000
Koln 21, Germany
Phone: 49-221-821-2542
Telefax: 49-221-821-3416

Tecno Mueble Internacional
(Woodworking & furniture supply show,
Guadalajara, Mexico)
Trade Shows, Inc.
P.O. Box 609
Conover, NC 28613
Phone: 704-459-9894
FAX: 704-459-1312

Appendix F. Wood Products Standard Industrial Classification Codes

Probably the most useful standard industrial classification (SIC) codes for manufacturers and entrepreneurs of secondary-processed wood products are SIC Group 24, Lumber & Wood Products, except Furniture; and SIC Group 25, Furniture & Fixtures. Listed below are the 4 digit SIC codes for the industry segments of the two groups.

Major SIC Group 24. LUMBER & WOOD PRODUCTS, EXCEPT FURNITURE

241 LOGGING CAMPS AND LOGGING CONTRACTORS

2411	Logging camps and logging contractors

242 SAWMILLS AND PLANING MILLS

2421	Sawmills and planing mills, general
2426	Hardwood dimension and flooring mills
2429	Special product sawmills, not elsewhere classified

243 MILLWORK, VENEER, PLYWOOD, AND STRUCTURAL WOOD PRODUCTS

2431	Millwork plants
2432	Veneer and plywood plants
2434	Wood kitchen cabinets
2435	Hardwood veneer and plywood
2436	Softwood veneer and plywood
2439	Structural wood members, not elsewhere classified

244 WOODEN CONTAINERS

2441	Nailed and lock corner wood boxes and shook
2448	Wood pallets and skids
2449	Wood containers, not elsewhere classified

245 WOOD BUILDINGS AND MOBILE HOMES

2451	Mobile homes
2452	Prefabricated wood buildings

249 MISCELLANEOUS WOOD PRODUCTS

2491	Wood preserving
2492	Particleboard
2499	Wood products, not elsewhere classified

Major SIC Group 25. FURNITURE & FIXTURES

251 HOUSEHOLD FURNITURE

2511	Wood household furniture, except upholstered
2512	Wood household furniture, upholstered
2514	Metal household furniture
2515	Mattresses and bedsprings
2517	Wood television, radio, phonograph, & sewing machine cabinets
2519	Household furniture, not elsewhere classified

252 OFFICE FURNITURE

2521	Wood office furniture
2522	Metal office furniture

253 PUBLIC BUILDING AND RELATED FURNITURE

2531	Public building and related furniture

254 PARTITIONS, SHELVING, LOCKERS, AND OFFICE AND STORE FIXTURES

2541	Wood office & store fixtures, partitions, shelving and lockers
2542	Metal office & store fixtures, partitions, shelving and lockers

259 MISCELLANEOUS FURNITURE AND FIXTURES

2591	Drapery hardware and window blinds and shades
2599	Furniture and fixtures, not elsewhere classified

Appendix G. State Marketing Bulletins

As a service to the wood products industry, some state forestry offices publish marketing bulletins. These bulletins vary from state to state in content, size, publishing frequency, and circulation. Generally, these bulletins list products and services for sale or wanted, and often contain articles on subjects affecting the industry and lists of upcoming workshops and events.

Delaware:

Forestry Marketing Newsletter
Delaware Dept. of Agric.
Forestry Section
2320 South Dupont Hwy.
Dover, DE 19901
Phone: 302-739-4811
FAX: 302-697-6287

Illinois:

Wooden Dollars Marketing News
Exporting Forest Products
Dept. of Conservation
Div. of Forest Resources
600 North Grand Ave.
Springfield, IL 62706
Phone: 217-782-2361
FAX: 217-785-8405

Maine:

Primary Processors Newsletter
Bureau of Forestry
Dept. of Conservation
State House Station #22
Augusta, ME 04333
Phone: 207-289-4995
FAX: 207-289-2400

Minnesota:

Forest Products Bulletin
Division of Forestry
Dept. of Nat. Resources
DNR Bldg., Box 44
500 Lafayette Road
St. Paul, MN 55155-4044
Phone: 612-296-6491
FAX: 612-296-5954

-or-

Dept. of Forest Products
MN Extension Service
University of MN
2004 Folwell Ave.
St. Paul, MN 55108
Phone: 612-624-5307
FAX: 612-625-6286

Missouri:

Wood Industry Bulletin
Forestry Division
2901 West Truman Blvd.
P.O. Box 180
Jefferson City, MO 65102
Phone: 314-751-4115
FAX: 314-893-6079

New Jersey:

Marketing Bulletin
Division of Parks & Forestry
Forestry Services
CN 404
501 East State St.
Trenton, NJ 08625
Phone: 609-292-2531
FAX: 609-984-0378

Pennsylvania:

Marketing Bulletin
Dept. of Environ. Resources
Bureau of Forestry
2150 Herr Street
P.O. Box 8552
Harrisburg, PA 17105-8552
Phone: 717-787-2105
FAX: 717-783-5109

West Virginia:

Forest Products Bulletin
Dept. of Commerce, Labor,
& Environ. Resources
Division of Forestry
State Capitol
Charleston, WV 25305
Phone: 304-558-2788
FAX: 304-558-0143

New Hampshire:

Forest Industry Marketing Bulletin
UNH Cooperative Extension
121 Taylor Hall
Univ. of New Hampshire
Durham, NH 03824
Phone: 603-862-1096
FAX: 603-862-1585

New York:

Marketing Bulletin
SUNY-ESF
107 Marshall Hall
Syracuse, NY 13210
Phone: 315-470-6533
FAX: 315-470-6535

Vermont:

Forest Exchange & Information Bulletin
Dept. of Forest, Parks, & Recreation
Agency of Environ. Cons.
103 South Main St.
Waterbury, VT 05676
Phone: 802-244-8716
FAX: 802-244-1481

Wisconsin:

Woods Marketing Bulletin
Dept. of Nat. Resources
3911 Fish Hatchery Rd.
Route 4
Madison, WI 53711
Phone: 608-275-3276
FAX: 608-275-3338

Appendix H. Forest Products Organizations & Associations

Numerous forest products-related organizations and associations exist. Your involvement in one of these organizations may serve you and your firm well. At a minimum, being aware of the organizations nearest you could be beneficial.

Connecticut:

Wood Producers Assoc.
564 Great Hill Road
Guilford, CT 06437
Phone: 203-457-0314
FAX: 203-457-1628

Illinois:

Casket Mftrs. Assoc.
708 Church Street
Evanston, IL 60201
Phone: 708-866-8383
FAX: 708-866-0901

Hardwood Export Association
World Trade Center
321 N. Clark Street, Suite 550
Chicago, IL 60610
Phone: 312-467-0603
FAX: 312-467-0615

Maple Flooring Mftrs. Assoc.
60 Revere Drive, Suite 500
Northbrook, IL 60062
Phone: 708-480-9080
FAX: 708-480-9282

North American Wholesale
Lumber Assoc.
3601 Algonquin Road, Suite 400
Rolling Meadows, IL 60008
Arlington, IL 60005
Phone: 708-870-7470
FAX: 708-870-0201

Wood Products Assoc.
c/o Dept. of Forestry
Agr. Building 184
S. Illinois University
Carbondale, IL 62901
Phone: 618-453-3341
FAX: 618-453-1778

Indiana:

Fine Hardwood Veneer Assoc.
American Walnut Mftrs. Assoc.
Suite 0
5603 W. Raymond St.
Indianapolis, IN 46241
Phone: 317-244-3311
FAX: 317-244-3386

Forest Industry Council
P.O. Box 293
Bargersville, IN 46106
Phone: 317-422-5182
FAX: 317-422-5630

Forest Products Research Soc.
(Ohio Valley Section)
c/o Dept. Forestry & NR
Purdue University
W. Lafayette, IN 47907
Phone: 317-494-3615
FAX: 317-496-1344

Hardwood Lumbermen's Assoc.
200 Marott Center
342 Massachusetts Ave.
Indianapolis, IN 46204
Phone: 317-636-6059
FAX: 317-638-0539

Iowa:

Wood Industries Assoc.
R.R. 1, Box 298
Fort Madison, IA 52627
Phone: 319-528-6231
FAX: 319-528-6231

Maryland:

Forest Association
6907 Avondale Road
Baltimore, MD 21212
Phone: 410-823-7215
FAX: 410-823-7218

Maine:

Maine Forest Products
Council
146 State Street
Augusta, ME 04330
Phone: 207-622-9288
FAX: 207-626-3002

Massachusetts:

Wood Products Mftrs. Assoc.
52 Racette Avenue
Gardner, MA 01440
Phone: 508-632-3923
FAX: 508-632-3987

Michigan:

Assoc. of Timbermen
P.O. Box 486
Newberry, MI 49868
Phone: 906-293-3236
FAX: 906-293-5444

Grand Rapids Area Furniture Mftrs. Assoc.
1500 E. Beltline S.E., Suite 160
Grand Rapids, MI 49506
Phone: 616-942-6225

Lake States Lumber Assoc.
427 S. Stephenson Avenue
Iron Mountain, MI 49801
Phone: 906-774-6767
FAX: 906-774-7255

Operation Action U.P.
616 Shelden Ave., # 214
Houghton, MI 49931
Phone: 906-482-3210

Timber Producers Assoc. of MI & WI
P.O. Box 39
Tomahawk, WI 54487
Phone: 715-453-4355
FAX: 715-453-4177

Minnesota:

Timber Producers Assoc. & Forest Industries, Inc.
1015 Torrey Building
314 W. Superior Street
Duluth, MN 55802
Phone: 218-722-5013
FAX: 218-722-2065

Wood Promotion Council
Suite 300N
1711 W. County Road B
Roseville, MN 55113
Phone: 612-638-0724
FAX: 612-638-0737

Missouri:

Forest Products Assoc.
611 E. Capitol Street
Jefferson City, MO 65101
Phone: 314-634-3252
FAX: 314-634-2591

New Jersey:

Lumber & Building Materials Dealers Assoc., Inc.
66 Morris Avenue
P.O. Box 359
Springfield, NJ 07081
Phone: 201-379-1100
FAX: 201-379-6507

New York:

Empire State Forest Products
Assoc.
123 State Street
Albany, NY 12207
Phone: 518-463-1297
FAX: 518-426-9502

Forestry Alliance of the
Southern Tier
174 Madison Street
Wellsville, NY 14895
Phone: 716-593-5075

Forest Industry Resource
Study Team
c/o Cattaraugus County Coop.
Extension
Parkside Drive
Ellicottsville, NY 14731
Phone: 716-699-2377
FAX: 716-699-5701

Northeastern Forest Alliance
(NEFA)
c/o Dept. of Conservation
Bureau of Land Resources
50 Wolf Road
Albany, NY 12233-4252
Phone: 518-457-7431
FAX: 518-457-1088

Northeast Wood Machinery Assoc.
c/o Dept. of Conservation
115 Liberty Street
Bath, NY 14810
Phone: 607-776-2165
FAX: 607-776-4392

Timber Producers Assoc.
P. O. Box 300
Boonville, NY 13309
Phone: 315-942-5503

Ohio:

Southern Ohio Wood Industry
Consortium
c/o OH Valley Regional Dev. Commission
740 Second Street
Portsmouth, OH 45662-4088
Phone: 614-354-7795
FAX: 614-353-6353

Pennsylvania:

Allegheny Hardwood Utilization
Group (AHUG)
P.O. Box 133
Kane, PA 16735
Phone: 814-837-8550
FAX: 814-837-8550

Hardwood Development Council
Dept. of Commerce
408 Forum Building
Harrisburg, PA 17120
Phone: 717-772-3715
FAX: 717-234-4560

Hardwood Lumber Mftrs. Assoc.
One Common Square
417 Walnut Street, Suite A
Harrisburg, PA 17109
Phone: 717-236-9207
FAX: 717-238-6341

Northern Tier Hardwood Assoc.
701 S. Fourth Street
P.O. Box 248
Towanda, PA 18848
Phone: 717-265-8441
FAX: 717-265-7585

Pocono Northeast Hardwood
Assoc.
1151 Oak Street
Pittston, PA 18640-3795
Phone: 717-655-5581
FAX: 717-654-5137

SEDA-COG Regional Wood
Industry Assoc.
Timberhaven, R.D. 1
Lewisburg, PA 17837
Phone: 717-524-4491
FAX: 717-524-9190

Southern Alleghenies Hardwood
Utilization Group
Roselawn Avenue & 58th St.
Altoona, PA 16602
Phone: 814-949-6529
FAX: 814-949-6505

Southwestern PA Hardwood
Utilization Council
c/o The Southwest Institute
P.O. Box 519
Uniontown, PA 15401
Phone: 412-430-4205
FAX: 412-430-4182

Vermont:

Associated Industries of VT
P.O. Box 630
Montpelier, VT 05601-0630
Phone: 802-223-3441
FAX: 802-223-3441

Forest Products Association
R.R. 3, Box 118
Barton, VT 05822
Phone: 802-525-4404

Furnishings & Accessories
Manufacturers Assoc.
P.O. Box 250
East Montpelier, VT 05651
Phone: 802-229-5005

West Virginia:

Forestry Association
P.O. Box 488
Ravenswood, WV 26164
Phone: 304-273-8164
FAX: 304-273-3160

Wisconsin:

Forest Products Research Society
2801 Marshall Court
Madison, WI 53705
Phone: 608-231-1361
FAX: 608-231-2152

Lake States Lumber Assoc.
427 S. Stephenson Ave.
Iron Mountain, MI 49801
Phone: 906-774-6767
FAX: 906-774-7255

Lake States Women in Timber
P.O. Box 2
Land O'Lakes, WI 54540
Phone: 715-274-2409
FAX: 715-453-4177

Timber Producers Assoc.
of MI & WI
P.O. Box 39
Tomahawk, WI 54487
Phone: 715-453-4355
FAX: 715-453-4177

Appendix I: Trade Associations

Below is a list of a variety of trade associations which may be beneficial to secondary wood processors.

American Furniture Mftrs. Assoc.
223 S. Wren Street
P.O. Box HP-7
High Point, NC 27261
Phone: 919-884-5000
FAX: 919-884-5303

Appalachian Hardwood Mftrs., Inc.
P.O. Box 427
High Point, NC 47261
Phone: 919-885-8315
FAX: 919-886-8865

Architectural Woodwork Institute
13924 Braddock Road, Suite 100
P.O. Box 1550
Centreville, VA 22020
Phone: 703-222-1100
FAX: 703-222-2499

Fine Hardwood Veneer Assoc.
American Walnut Mftrs. Assoc.
Suite 0
5603 West Raymond Street
Indianapolis, IN 46241
Phone: 317-244-3311
FAX: 317-244-3386

Grand Rapids Area Furniture Mftrs. Assoc.
Suite 160
1500 E. Beltline, S.E.
Grand Rapids, MI 49506
Phone: 616-942-6225

Hardwood Mftrs. Assoc.
Suite 205, Building B
2831 Airways Boulevard
Memphis, TN 38132
Phone: 901-346-2222
FAX: 901-346-2233

Hardwood Plywood Mftrs. Assoc.
1825 Michael Faraday Drive
P.O. Box 2789
Reston, VA 22090-2789
Phone: 703-435-2900
FAX: 703-435-2537

Kitchen Cabinet Mftrs. Assoc.
1899 Preston White Drive
Reston, VA 22091
Phone: 703-264-1690
FAX: 703-264-6530

Maple Flooring Mftrs. Assoc.
60 Revere Drive, Suite 500
Northbrook, IL 60062
Phone: 708-480-9080
FAX: 708-480-9282

National Dimension Mftrs. Assoc.
Suite A-130
1000 Johnson Ferry Road
Marietta, GA 30068
Phone: 404-565-6660
FAX: 404-565-6663

National Forest Products Assoc.
1250 Connecticut Avenue, N.W.
Washington, D.C. 20036
Phone: 202-463-2700
FAX: 202-463-2785

National Kitchen and Bath Assoc.
687 Willow Grove Street
Heckettstown, NJ 07840
Phone: 908-852-0033
FAX: 908-852-1695

National Lumber & Building
Materials Dealers Assoc.
40 Ivy Street, S.E.
Washington, D.C. 20003
Phone: 202-547-2230
FAX: 202-547-7640

National Oak Flooring Mftrs. Assoc.
22 North Front Street
P.O. Box 3009
Memphis, TN 38173-3009
Phone: 901-526-5016
FAX: 901-526-7022

National Wood Window and
Door Assoc.
1400 East Touhy Avenue
Suite G-54
Des Plaines, IL 60018
Phone: 708-299-5200
FAX: 708-299-1286

Wood Moulding and Millwork
Producers Assoc.
1730 S.W. Skyline Boulevard
P.O. Box 25278
Portland, OR 97225
Phone: 503-292-9288
FAX: 503-292-3490

Wood Products Mftrs. Assoc.
52 Racette Avenue
Gardner, MA 01440
Phone: 508-632-3923
FAX: 508-632-3987

Appendix J: Exporting Assistance - State Agencies

Many state forestry agencies listed in Appendix B and many extension programs listed in Appendix C provide export assistance. Various other agencies and organizations within each state offer exporting assistance to manufacturers. Most states have a division within their commerce/economic development departments that provide exporting assistance. Some state agencies have trade offices located in key markets throughout the world. The services and programs provided by these state agencies vary. To learn more about your state's export services and activities, contact the appropriate agency listed below.

Connecticut:

Dept. of Econ. Development
International Division
865 Brooks Street
Rocky Hill, CT 06067
Phone: 203-285-4200
FAX: 203-529-0535

Delaware:

Development Office
World Trade Section
820 French Street
Wilmington, DE 19801
Phone: 302-577-6262
FAX: 302-577-3862

Illinois:

Dept. of Commerce &
Community Affairs
International Division
State of IL Center
100 W. Randolph St., Suite 3-400
Chicago, IL 60601
Phone: 312-814-7164
FAX: 312-814-6581

Indiana:

Dept. of Commerce
International Trade Division
One N. Capitol Ave.
Indianapolis, IN 46204
Phone: 317-232-3527
FAX: 317-232-4146

IN Port Commission
150 W. Market St., Suite 603
Indianapolis, IN 46204
Phone: 317-232-9200
FAX: 317-232-0137

Iowa:

Dept. of Econ. Dev.
International Division
200 East Grand Avenue
Des Moines, IA 50309
Phone: 402-471-4668
FAX: 402-471-3778

Maine:

World Trade Assoc.
77 Sewall Street
Augusta, ME 04330
Phone: 207-622-0234
FAX: 207-622-3760

Maryland:

International Division
World Trade Center, 7th Floor
401 E. Pratt Street
Baltimore, MD 21202
Phone: 410-333-8180
FAX: 410-333-4302

Port Administration
World Trade Center, 19th Floor
401 E. Pratt Street
Baltimore, MD 21202
Phone: 410-333-4453
FAX: 410-333-1126

Massachusetts:

Office of Int. Trade & Investment
100 Cambridge Street, Suite 902
Boston, MA 02202
Phone: 617-367-1830
FAX: 617-227-3488

Port Authority
Suite 321
World Trade Center
Boston, MA 02210
Phone: 617-439-5560
FAX: 617-439-5559

Michigan:

Department of Commerce
International Office
P.O. Box 30225
Lansing, MI 48909
Phone: 517-373-1054
FAX: 517-335-2521

Minnesota:

Trade Office
1000 World Trade Center
30 E. 7th Street
St. Paul, MN 55101
Phone: 612-297-3272
FAX: 612-296-3555

Missouri:

Dept. of Agr.
Int. Marketing Program
1616 Missouri Blvd.
P.O. Box 630
Jefferson City, MO 65102
Phone: 314-751-4338
FAX: 314-751-2868

Dept. of Econ. Dev.
Int. Business Dev. Program
Truman Building, 7th Floor
Jefferson City, MO 65101
Phone: 314-751-9045
FAX: 314-751-7384

New Hampshire:

Dept. of Resources & Econ. Development
International Trade
P.O. Box 856
Concord, NH 03302-0856
Phone: 603-271-2591
FAX: 603-271-2629

New Jersey:

Dept. of Commerce, & Econ. Dev.
Div. of International Trade
153 Halsey Street, 5th Floor
P.O. Box 47024
Newark, NJ 07101
Phone: 201-648-3518
FAX: 201-623-1287

Delaware River Port Authority
World Trade Division
Bridge Plaza
Camden, NJ 08101
Phone: 609-963-6420
FAX: 609-964-8106

Port Authority of NY & NJ
Suite 63 East
One World Trade Center
New York, NY 10048
Phone: 212-435-7000
FAX: 212-432-0297

New York:

Dept. of Economic Development
International Trade Bureau
1515 Broadway Ave.
New York, NY 10036
Phone: 212-827-6200
FAX: 212-827-6279

Port Authority of NY & NJ
Suite 63 East
One World Trade Center
New York, NY 10048
Phone: 212-435-7000
FAX: 212-432-0297

Ohio:

Dept. of Agr.
Div. of Marketing
65 S. Front St., Room 607
Columbus, OH 43215-4193
Phone: 614-752-9811
FAX: 614-644-5017

Dept. of Development
International Trade Division
P.O. Box 1001
Columbus, OH 43266-0101
Phone: 614-466-5017
FAX: 614-463-1540

Pennsylvania:

Dept. of Agriculture
Bureau of Market Dev.
310 Agr. Building
2301 N. Cameron St.
Harrisburg, PA 17110
Phone: 717-783-3181
FAX: 717-787-2387

Dept. of Commerce
Bureau of Export Trade
464 Forum Building
Harrisburg, PA 17120
Phone: 717-787-7190
FAX: 717-234-4560

Rhode Island:

Dept. of Economic Development
Export Assistance Center
7 Jackson Walkway
Providence, RI 02903
Phone: 401-277-2601
FAX: 401-277-2102

Vermont:

Dept. of Economic Development
International Business
109 State Street
Montpelier, VT 05609
Phone: 802-828-3221
FAX: 802-828-3258

West Virginia:

Development Office
International Development
Division
State Capitol
Charleston, WV 25305
Phone: 304-558-2234
FAX: 304-558-0362

Wisconsin:

Dept. of Agr.
Agr. Trade & Consumer Protection
801 West Badger Road
P.O. Box 8911
Madison, WI 53708
Phone: 608-266-7182
FAX: 608-266-1300

Dept. of Development
Bureau of International Trade
123 W. Washington Avenue
P.O. Box 7970
Madison, WI 53707
Phone: 608-266-9487
FAX: 608-266-5551

Appendix K: Financial Assistance - State Agencies

Most states offer financial programs or packages. For information about an individual state program, contact the appropriate agency(s) listed below.

Connecticut:

Dept. of Economic Dev.
865 Brooks Street
Rocky Hill, CT 06067
Phone: 203-258-4200
FAX: 203-529-0535

Delaware:

Development Office
99 Kings Highway
Dover, DE 19901
Phone: 302-739-4271
FAX: 302-739-5749

Illinois:

Dept. of Commerce & Community Affairs
620 E. Adams
Springfield, IL 62701
Phone: 217-782-3233
FAX: 217-785-6328

Indiana:

Dept. of Commerce
Business Dev. Div.
Suite 700
One North Capitol Ave.
Indianapolis, IN 46204
Phone: 317-232-0159
FAX: 317-233-5123

Iowa:

Dept. of Econ. Dev.
Bureau of Business Finance
200 East Grand Avenue
Des Moines, IA 50309
Phone: 515-242-4700
FAX: 515-242-4749

Maine:

Dept. of Econ. & Community Development
State House Station #59
Augusta, ME 04333
Phone: 207-287-3153
FAX: 207-287-2861

Maryland:

Dept. of Ec. & Employment Dev.
Finance Programs
217 E. Redwood Street, 22nd Floor
Baltimore, MD 21202
Phone: 410-333-6932
FAX: 410-333-6931

Massachusetts:

Dept. of Community Development
100 Cambridge Street, Room 1804
Boston, MA 02202
Phone: 617-727-7765
FAX: 617-727-4259

Michigan:

Dept. of Commerce
Development Services
P.O. Box 30225
Lansing, MI 48909
Phone: 517-373-0347
FAX: 517-373-7873

Minnesota:

Dept. of Trade & Economic
Dev.
900 American Center Building
150 East Kellogg Blvd.
St. Paul, MN 55101
Phone: 612-297-1174
FAX: 612-296-1290

Missouri:

Dept. of Economic Dev.
Economic Development Programs
Truman Building, 7th Floor
301 West High Street
Jefferson City, MO 65101
Phone: 314-751-0717
FAX: 314-751-7384

New Hampshire:

Dept. of Resources & Econ. Dev.
Office of Business & Industrial Dev.
P.O. Box 856
Concord, NH 03302-0856
Phone: 603-271-2591
FAX: 603-271-2629

New Jersey:

Dept. of Commerce & Economic Dev.
Division of Econ. Dev.
Office of Financial Mgmt. Assistance
20 W. State Street
CN 823
Trenton, NJ 08625-0823
Phone: 609-984-3409
FAX: 609-292-9145

New York:

Dept. of Economic Dev.
1 Commerce Plaza
Albany, N.Y. 12245
Phone: 518-474-1131
FAX: 518-474-1512

Ohio:

Dept. of Development
Division of Econ. Dev.
P.O. Box 1001
Columbus, OH 43266-0101
Phone: 614-466-4551
FAX: 614-466-1789

Pennsylvania:

Governor's Response Team
439 Forum Building
Harrisburg, PA 17120
Phone: 717-787-8199
FAX: 717-234-4560

Rhode Island:

Dept. of Econ. Dev.
Financial Services Division
7 Jackson Walkway
Providence, RI 02903
Phone: 401-277-2601
FAX: 401-277-2102

Vermont:

Dept. of Economic Dev.
109 State Street
Montpelier, NH 05602
Phone: 802-828-3221
FAX: 802-828-3258

West Virginia:

Development Office
State Capitol
Charleston, WV 25305-0311
Phone: 304-558-2234
FAX: 304-558-0362

Wisconsin:

Dept. of Development
123 W. Washington Ave.
P.O. Box 7970
Madison, WI 53707
Phone: 608-266-1018
FAX: 608-267-2829

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